

Faculty of Economics and Business

Factors Affecting the Halal Entrepreneurial Performance in Indonesia: The Role of Halal Entrepreneurial Mindset, Halal Certification, Entrepreneurial Competency, Effectual Logic and Online Application

Marvello Yang

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Factor Affecting the Halal Entrepreneurial Performance in Indonesia: The Role of Halal Entrepreneurial Mindset, Halal Certification, Entrepreneurial Competency, Effectual Logic and Online Application

Marvello Yang

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DECLARATION

I declare that the research in this thesis was carried out in accordance with the rules of the Universiti Malaysia, Sarawak. Unless with proper approval, the study is the work of the author only. The dissertation has not been accepted to any extent and has not been submitted as a candidate for another degree at the same time.

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Signature

Name: Marvello Yang

Matric No.: 20010057

Faculty of Economics and Business

University Malaysia, Sarawak

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ABSTRACT

The purpose of this study is to examine factors affecting the halal entrepreneurial performance in Indonesia such as halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application. In particular, this study quantitatively assessed the significance of halal entrepreneurial mindset, halal certification and the mediating role of entrepreneurial competency and effectual logic as well as moderating role of online application. This research employed a cross-sectional approach and gathered quantitative data from a purposive sampling chosen sample of participants using an online survey. The survey involved 415 halal SMEs based in West Borneo. Subsequently, all collected data underwent analysis using partial least square- structural equation modeling (PLS-SEM). This study demonstrated that halal entrepreneurial mindset and halal certification have significant effects on halal entrepreneurial performance. Additionally, our data indicated that entrepreneurial competency and effectual logic play crucial mediating role between halal entrepreneurial mindset and halal certification on halal entrepreneurial performance. This study indicated the role of moderating effect of online application influenced halal entrepreneurial mindset and entrepreneurial competency on halal entrepreneurial performance. Overall, this study's findings on the significance of halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application based on the RBV framework serve as insightful guidelines to expand the halal entrepreneurial performance among halal SMEs In West Borneo. Results of this study might be utilized as a foundation for policy makers, academics and researchers in the field of halal entrepreneurship.

Keywords: halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, online application, halal entrepreneurial performance.

Faktor-faktor yang Mempengaruhi Prestasi Keusahawanan Halal di Indonesia: Peranan Minda Keusahawanan Halal, Pensijilan Halal, Kompetensi Keusahawanan, Logik Berkesan dan Aplikasi Dalam Talian

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi prestasi keusahawanan halal di Indonesia seperti minda keusahawanan halal, pensijilan halal, kecekapan keusahawanan, logik berkesan dan aplikasi dalam talian. Secara khususnya, kajian ini secara kuantitif menilai kepentingan minda keusahawanan halal, pensijilan halal dan peranan pengantara kecekapan keusahawanan dan logik berkesan serta menyederhanakan peranan aplikasi dalam talian. Penyelidikan ini menggunakan pendekatan keratan rentas dan mengumpul data kuantitatif daripada sampel peserta yang dipilih dengan mudah menggunakan tinjauan dalam talian. Tinjauan itu melibatkan 415 keusahawanan halal yang berpangkalan di Borneo Barat. Selepas itu, semua data yang dikumpul menjalani analisis menggunakan pemodelan persamaan struktur kuasa dua terkecil separa (PLS-SEM). Kajian ini menunjukkan bahawa pemikiran keusahawanan halal dan pensijilan halal mempunyai kesan yang signifikan terhadap prestasi keusahawanan halal. Selain itu, data kami menunjukkan bahawa kecekapan keusahawanan dan logik berkesan memainkan peranan pengantara yang penting antara pemikiran keusahawanan halal dan pensijilan halal ke atas prestasi keusahawanan halal. Kajian ini menunjukkan peranan kesan penyederhanaan aplikasi dalam talian mempengaruhi minda keusahawanan halal dan kecekapan keusahawanan terhadap prestasi keusahawanan halal. Secara keseluruhannya, dapatan kajian tentang kepentingan minda keusahawanan halal, pensijilan halal, kecekapan keusahawanan, logik berkesan dan aplikasi dalam talian berdasarkan rangka kerja RBV menjadi garis panduan yang bernas untuk mengembangkan prestasi keusahawanan halal di kalangan keusahawanan halal Di Borneo Barat. Hasil

kajian ini mungkin boleh digunakan sebagai asas kepada penggubal dasar, ahli akademik dan penyelidik dalam bidang keusahawanan halal.

Kata kunci: *Peranan Minda Keusahawanan Halal, Pensijilan Halal, Kompetensi Keusahawanan, Logik Berkesan, Aplikasi Dalam Talian, Prestasi Keusahawanan Halal*

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LIST OF ABBREVIATIONS

DCT	Dynamic Capability Theory
GDP	Gross Domestic Product
HC	Halal Certification
HEM	Halal Entrepreneurial Mindset
HEP	Halal entrepreneurial performance
MUI	Majelis Ulama Indonesia
NCSEF	National Committee on Sharia Economics and Finance
OP	Online Application
PLS-SEM	Partial least square-structural equation modeling
RBV	Resource Base View
SMEs	Small and Medium Enterprises

CHAPTER 1

INTRODUCTION

1.1 Study Background

The environmental turbulence represents unpredictable changes in customer needs and advances in technology systems (Nudurupati et al., 2020). An entrepreneur in a small and medium scale is responsible for and focusing on adopting innovative, creativity, and proactive approaches to enhance performance (Ibidunni et al., 2018). Entrepreneurs in this business must engage with a business model that helps them be proactive and build strategic internal competencies for the long term. Concerning customer needs, entrepreneurs need to adopt appropriate entrepreneurial competency, have strong products, and have the analytical capability to predict business opportunities and new opportunistic businesses. Moreover, Cahyadin (2017) revealed that SMEs need real support from the government to develop a business and the support should be realized in the form of policies and labor programs.

It is obvious that small and medium enterprises play an important role in a country's economic growth and sustainable entrepreneurial performance (Mamun, 2018). Based on statistics published by SMEs annual reports, 97-89 percent of the business population are small and medium enterprises, which account for 66.3 percent of employment and 42.2 percent of gross value added in ASEAN (SMEs Annual reports, 2018). In 2016, 57.2 million businesses were classified as micro-enterprises. It was estimated that the number comprised 645.222 small enterprises, 106 medium-sized size-enterprises, and 5.066 large active enterprises (Indonesia Bureau of Statistics report, 2018). Additionally, in Indonesia, small

and medium enterprises significantly contributed 60 percent (8.400 trillion rupiah) to the total Gross Domestic Product (GDP) in 2018 (Statistic Bureau of Indonesia, 2019).

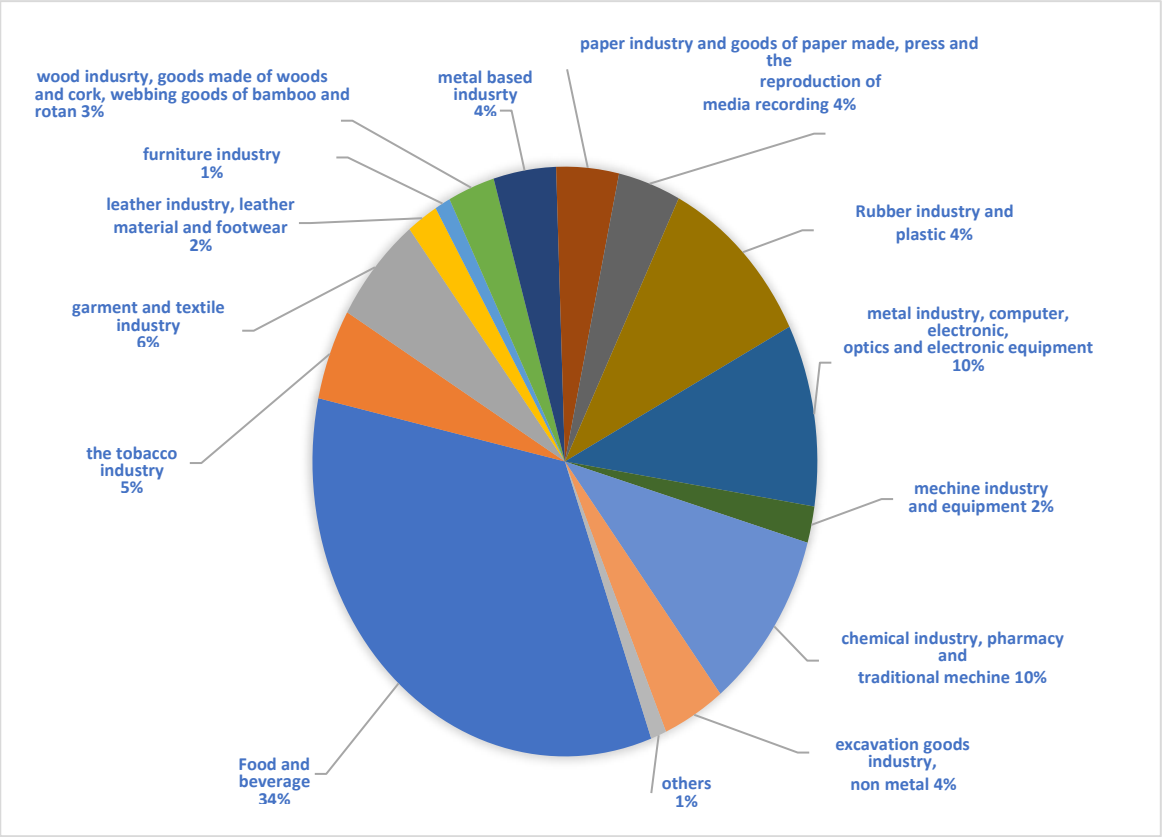


Figure 1.1: Small-medium enterprise's percentage of non-oil and gas contribution to GDP in 2017

This ratio describes that small and medium enterprises' have a significant contribution to the non-oil and gas sector. According to data from National Committee on Sharia Economics and Finance (NCSEF, 2018), the total ratio of food and beverage industries was the highest, accounting for 34 percent of the total gross domestic product (GDP) to non-oil and gas industries in 2017 especially, food and beverage sector. Many businesses have focused their business on the food and beverage sector and give opportunities for new halal start-ups to expand their business in Indonesia. According to the Global Islamic Economy Report (2020), in 2018, Muslims spent $1.4 trillion on food and

beverages and it is anticipated to reach $2 trillion in 2024. Indonesia is now ranked twentieth as an exporter of halal food, with a market share of 1.86 percent, significantly lower than non-Muslim majority nations such as Brazil and Thailand.

Table 1.1 below shows that Indonesia has the largest Muslim population with approximately 209.120.000 (13.1%) in 2010 among top 10 countries with the largest Muslim population in the world. However, it is predicted Indonesia will shift down from number one to number three after India and Pakistan in 2050. This indicates that Indonesia and the other countries in the table have a big potential market to conduct businesses related to Muslim attributes. Meanwhile, Indonesia is predicted to grow to 87% or 229.62 people in 2020 (Statistic Bureau of Indonesia, 2019) before turning down in 2050. Furthermore, Muslim population is expected to increase from 23% to roughly 30% of the total world population by 2030. The increasing Muslim population leads to the increase of the halal market which has grown exponentially over the last few years. It was estimated to be worth US$4.37 trillion in 2016 and is expected to reach US$ 7.39 trillion by 2025 (Pew View Research, 2018).

Tabel 1. 1: Muslim Populations in 2010 and 2050

No	Country	2010 Muslim Population	% of world's Muslim Population in 2010	No	Country	2050 Muslim Population	% of world's Muslim Population in 2050
1	**Indonesia**	209.120.000	13.1	1	India	310.660.000	11.2
2	India	176.200.000	11	2	Pakistan	273.110.000	9.9
3	Pakistan	167.410.000	10.5	3	**Indonesia**	256.820.000	9.3
4	Bangladesh	134.430.000	8.4	4	Nigeria	230.700.000	8.4
5	Nigeria	77.300.000	4.8	5	Bangladesh	182.360.000	6.6
6	Egypt	76.990.000	4.8	6	Egypt	119.530.000	4.3
7	Iran	73.570.000	4.6	7	Turkey	89.320.000	3.2
8	Turkey	71.330.000	4.5	8	Iran	86.190.000	3.1
9	Algeria	34.730.000	2.2	9	Iraq	80.190.000	2.9
10	Morocco	31.930.000	2	10	Afghanistan	72.190.000	2.6

Source: Pew View Research, 2018

As a country with the greatest Muslim population in the world, Indonesia has a tremendous potential for optimizing the halal industry (Isef, 2021). The global Islamic financial assets were approximately USD$ 2,050.2 billion at the end of 2017 and Islamic financial assets totaled to USD $2,438 billion in 2017 and are projected to reach $3,809 billion by 2023 (Salaam Gateway, 2019). In addition, the analysis indicates that the predicted total assets of many halal industrial sectors, including halal food, banking, travel, fashion, health, entertainment media, and cosmetics, will expand by an average of 31% by 2023. Islamic financial institutions should ideally play a significant role in the halal industry in Indonesia (Aji & Dharmmesta, 2019). The high level of contact between Islamic financial institutions and the halal business demonstrates the Islamic financial institutions' willingness to accommodate the halal industry. Budi and Serkayuni (2020) stated that integration of the halal business and Islamic financial institutions to form an Islamic ecosystem offers considerable potential in Indonesia.

The government has established an association called the Assessment Institute for Foods, Drugs, and Cosmetics-Indonesian Council of Ulama, which is referred to as LPPOM-MUI in Bahasa Indonesia (Giyanti & Indriastiningsih, 2019). LPPOM MUI has demonstrated its credibility as a national and global halal certification agency. The Halal certification procedure and Halal Assurance System designed and implemented by LPPOM MUI have been recognized and adopted by international halal certification authorities. Malaysia, Saudi Arabia, Nigeria, United Arab Emirates (UAE), and Jordan are among the countries to which Indonesia exports food products. The export increased from US$ 540 million in 2005 to US$ 2.19 billion in 2015. The Organization of Islamic Cooperation (OIC) countries' imports of processed foods increased at a rapid rate in 2020 (Gayatri & Sukmana, 2021). LPPOM MUI obtained a certificate of accreditation from the National Accreditation

Committee (KAN) in accordance with SNI ISO/IEC 17065: 2012 and UAE 2055:2. This enables LPPOM MUI to operate a certification body in accordance with international standards and the acceptance of MUI-certified products in nations having the same standard references.

Micro and small business actors are stretched and show high intention for applying for halal certified products. Data from the Indonesia Halal Markets Report (2021) stated that 31,529 business actors applied for halal certification. Of this number, most micro-businesses reached 19,209 or 60.92%. Followed by small business actors totaling 5,099 or 16.17%. According to Shah et al. (2019), small and medium enterprises in Indonesia should have a wide mindset to sell products by using technology through customers' engagement (Muslim and non-Muslim) with halal products. In this regard, entrepreneurial orientation on halal products should focus on people perceiving business activities and the effect on customer demand for halal products. Also, Muflih and Juliana (2020) found that to increase the competitiveness of halal products, entrepreneurs must improve resources to impress customers about the health, safety, and quality of halal products.

Halal companies require not only the production of halal goods and services, but also the development of a strategy to meet the health, safety, and quality of halal products (Budi & Sekaryun, 2020). Based on the facts of Indonesia, Mohiuddin and Al-Azad (2018) stated that as part of strategies, many companies and products use halal certification to convince consumers that it is safe to consume the products for health reasons and create competitive advantages among non-holding halal certification companies. Halal certification toward halal entrepreneurial performance can be seen as an opportunity for entrepreneurs to expand their market (Kwon et al., 2018). As demonstrated by prior research, halal certification is

also associated with enhanced firm performance. China, India, Turkey, Sri Lanka, Canada, the United Arab Emirates, Brunei, and Indonesia are among the countries where Halal-certified product producers have been able to grow their markets (Akin & Okumus, 2020). Singapore's exports of halal food goods to the United Arab Emirates climbed 67% annually (Ridwan, 2020). After acquiring halal certifications, Malaysian manufacturers of frozen foods could increase their market share to one hundred percent (Sari, 2021). Moreover, Ab-Talib et al. (2017) found a positive correlation between halal certification and firm performance improvement.

Ayu and Urumsa (2021) observed halal food certification positively and significantly affects firm's performance in Indonesia which indicated that halal-certification obtains a strategic point to make distinctive labels from non-halal brands. Further, Kwon et al. (2018) found that halal certification has a direct influence on the entrepreneurial performance of SMEs. However, previous studies conducted on halal certification worldwide (Jeaheng et al., 2019 in Thailand; Elseidi, 2018 in the United Kingdom; Han et al., 2021 in Korea; Ali et al., 2018 in China; Sherwani et al., 2018 in Germany) showed inconsistent findings toward halal entrepreneurial performance.

At the same time, another critical factor in determining entrepreneurial performance is entrepreneurial mindset (Michael & Tucker, 2021). The recognition of an entrepreneurial mindset plays a crucial role in determining the success or failure of entrepreneurs, as highlighted in studies by Belousova et al. (2020) and Aima et al.f (2020). Numerous scholars emphasize the significance of the entrepreneurial mindset as a key variable in entrepreneurship research, including Allen (2020); Ajor and Alikor (2020); Kouakou et al., (2019); Schaefer and Minello (2019). Notably, Cui et al. (2019) pointed out that the

entrepreneurial mindset is associated with deeper cognitive phenomena that reflect the distinctive engagement of individuals in entrepreneurial activities. Saptono et al. (2020) highlighted the entrepreneurial mindset that directs an individual's behavior toward entrepreneurial actions and accomplishments.

However, some previous studies noted that entrepreneurial performance research in developing areas with an entrepreneurial mindset is still scarce (Saptono et al., 2020; Daspit et al., 2021; Kuratko et al., 2021; Pidduck et al., 2021). Simultaneously, it is a concept that lacks extensive development. A universally agreed-upon definition of an entrepreneurial mindset is absent, and there is ongoing debate about its components or dimensionality (Morris & Tucker, 2023). Furthermore, it lacks clear distinction from other constructs like entrepreneurial mindset, and there is limited effort devoted to creating validated measurement scales for it (Franzen et al., 2020). For example, current research on entrepreneurial mindset appears to concentrate on either cognitive or emotional facets. Ciu and Bell (2022) explored specific elements of entrepreneurial mindset towards entrepreneurial performance, examining emotional aspects such as passion and optimism. Entrepreneurial mindset goes beyond mere intention, encompassing flexible thinking rooted in the transformation of fundamental beliefs within uncertain, intricate, and dynamic environments (Handriana et al., 2020). Nabi et al. (2017) stated that an entrepreneurial mindset relates to an individual's feelings and beliefs with a unique way of seeking opportunities and challenges. Some scholars proved that an entrepreneurial mindset has a significant impact on business strategies and performance (Lin et al., 2020; Ciu & Bell, 2022). Entrepreneurs' mindset enables the discovery and exploitation of business opportunities in markets (Saptono et al., 2020) and a positive relationship between entrepreneurial mindset and the performance of small and medium enterprises (Cui et al.,

2021).

By synthesizing and integrating concepts and dimensions from multiple entrepreneurial mindset literatures above about the halal entrepreneurial mindset (Franzen et al., 2020; Saadat et al., 2021; Colombelli et al., 2022), this study proposes the existence of the halal entrepreneurial mindset of individual' toward halal entrepreneurial performance. Few have presented clear definitions of or insights into the fundamental traits, qualities, and impacts. The question of what the halal entrepreneurial mindset is and how to access it remains unclear. This study argues that halal entrepreneurial performance requires a high probability that a company's internal resources can be utilized and developed to get more market benefits. In this instance, the internal resources comprise assets, capability, competence, organizational process, data, and knowledge. Therefore, this study highlights that halal entrepreneurial mindset and halal certification can play an important role in addressing the issue of halal entrepreneurial performance of small and medium enterprises in Indonesia.

Furthermore, some potential factors that drive a halal entrepreneurial mindset and halal certification in achieving performance are entrepreneurial competencies and effectual logic which are necessary to be implemented for halal entrepreneurial success (Li et al., 2020; Aidara et al., 2021). Recognizing entrepreneurial competencies as a significant organizational resource, they play a vital role in improving organizational performance. Existing literature indicates that a deficiency in entrepreneurial competencies, as highlighted by Ahmad (2007) and Tehseen and Ramayah (2015), can adversely impact an organization's performance. Consequently, there is an imperative to emphasize entrepreneurial competencies in evaluating halal business performance.

Barney and Arikan (2001) assert that the resource-based view (RBV) is centered on business strategy and holds a pivotal role in shaping business performance. Businesses aiming to compete in the current market should prioritize entrepreneurial competencies, enabling them to leverage their array of resources and gain a competitive edge, as suggested by Seraj et al. (2022). Rehman et al. (2023) indicated that the impact of entrepreneurial competencies on control systems design varies based on the chosen strategy. Decisions related to entrepreneurial competencies empower management to anticipate external business conditions, while effective strategies enable them to access and utilize crucial resources for attaining a competitive advantage. Additionally, it has been demonstrated that entrepreneurial competency acts as a mediator in the relationship between entrepreneurial orientation and entrepreneurial performance (Khan et al., 2020). The resource-based view emphasizes the significance of entrepreneurs as capable resources, playing a crucial role in enhancing the performance of small and medium-sized enterprises (SMEs).

Effectual logic is recognized as a robust framework for comprehending the establishment and expansion of new organizations and markets (Ghorbel et al., 2021). The primary distinctions between effectuation and causation lie in the commencement of the entrepreneurial process. Sarasvathy (2008) explored causation and effectuation as distinct approaches to the venture creation process. The term 'effectual' is attributed to the expert frame because it unfolds outward from the means and causes new effects and unforeseen outcomes (Alsos et al., 2020). Various approaches and theoretical frameworks have been employed to examine the decision-making processes of entrepreneurs (Kotller et al., 2022), with one of the most widely utilized being effectuation theory (Sarasvathy, 2001). Effectuation is characterized by a non-predictive decision logic in which entrepreneurs utilize existing means to generate novel effects (Miller et al., 2022). This stands in contrast

to causation, a decision logic where entrepreneurs aim to predict the future and plan actions accordingly (Galkina & Jack, 2022). Effectuation and causation are viewed as alternative decision logic rooted in different principles, influencing the decision-makers' approach to organizing means, allocating resources, and addressing contingencies and stakeholders. The research on effectuation has seen substantial growth (Gregoire & Cherchem, 2020), with an emerging focus on exploring the factors influencing entrepreneurs' adoption of effectual and causal decision logic. Studies have linked the increased application of effectuation to individual characteristics, such as entrepreneurial mindset (Frese et al., 2020).

During the global COVID-19 outbreak in 2019, the level of competition is rising within the online food delivery service industry (OFD) in Indonesia (Indriyarti et al., 2022). The advantages of online application (OA) were obvious in the Indonesian market, as it facilitated consumer access to prepared meals and enabled food providers to keep operating in Indonesia (Sujarwoto et al., 2022). The majority of consumers in developing countries are increasingly using online service applications as disposable income increases. Electronic payments become more trustworthy, and the range of suppliers and the size of delivery networks have expanded more in many sector markets, such as food, cosmetics, and insurance (Li et al., 2020). This technology provides customers with a quicker, hassle-free option to get their meals. The rapid development of cashless mobile payments is also boosting the convenience of using food delivery apps.

In June 2017, the use of online delivery systems reached USD 64.33 million, USD 111.61 million in 2018, USD 209.36 million in 2019, USD 472.30 million in 2020, and USD 803.10 million in 2021. It is estimated that the number will increase continuously to reach USD 1.602.70 million by 2027 as depicted in figure 1.2. Hence, this indicates that consumers

prefer online applications over offline services (Statista Indonesia, 2022).

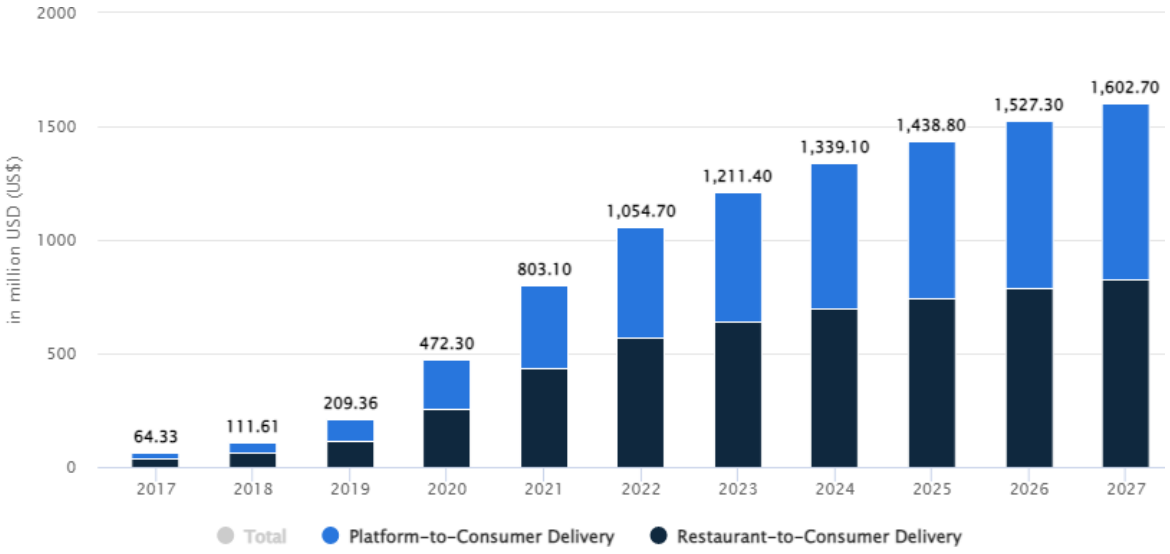


Figure 1.2: The use of online Delivery system From 2017 to 2027 in Indonesia

In response to customer demand, numerous brands have surfaced, either integrating or supplementing their services with an online food delivery feature. Online food delivery service applications (OFDAs) in Indonesia can be categorized into two groups: those operated by the restaurant brand itself and those managed by independent companies unrelated to the restaurant brand (Benhardy & Ronadi, 2020). On the Google Play Store, examples of restaurant-branded OFDAs include Pizza Hut Delivery, McDonald's Delivery Indonesia, KFC Delivery, and Burger King Indonesia. Meanwhile, OFDAs managed by separate companies encompass Go Food, Grab Food, Shopee Food, and Traveloka Eats.

Handriana et al. (2020) contends that millennials, being the most sizable generation following the baby boomer era, are highly appealing targets for a range of industries focused on consumer markets due to their substantial size and purchasing influence. Widyanti and Rajiani (2021) demonstrated that millennials represent a cohort of young individuals characterized by their incorporation and adaptation of technology into their daily lives, along

with distinctive values, life experiences, motivation, and overall purchasing behavior. Similarly, Dagar et al. (2020) affirmed that the millennial generation is portrayed as self-aware, technologically savvy, environmentally conscious, inclined to spend more, and exhibiting high levels of brand loyalty. As Indonesia's emerging market undergoes a transition towards a developed country, policymakers need a comprehensive understanding of the competency and motivations of millennial entrepreneurs initiating start-ups. This insight is crucial for formulating effective strategies to promote entrepreneurial performance through online applications (Indriyarti et al., 2022).

Previous studies investigating millennial entrepreneurship in Indonesia are still limited (Indriyarti et al., 2022; Rahmawati & Sumadi, 2023). Indonesian millennial entrepreneurs actively seek opportunities, which, due to their uncertain nature, do not always lead to the establishment of operational businesses. Unlike previous generations, the enthusiasm for entrepreneurship among the Indonesian millennial generation appears to be relatively low (Basuki et al., 2021). This diminished entrepreneurial activity can be attributed to their young age, limited exposure to real business experiences, and delayed entry into careers, often due to the pursuit of higher education degrees. Nevertheless, millennials have the potential to emerge as a formidable entrepreneurial generation, given their keen understanding as digital citizens in an era dominated by technology-driven businesses. In light of the unique social and historical conditions shaping this generational cohort in Indonesia, it is essential to reassess current online application values as a basis for future studies in Asian countries.

1.2 The Problem Statements

Based on previous studies and data of halal SMEs in Indonesia above, this study

found a gap in the literature with specific references to determinants of halal entrepreneurial performance and the important role of halal SMEs' development in West Kalimantan, Indonesia. To the best of the researcher's knowledge, there have been no investigations into the relationship among halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online application as factors influencing halal entrepreneurial performance. Unfortunately, there is a lack of sufficient research addressing this significant issue. Based on previous studies such as Nabi et al. (2017) stated that an entrepreneurial mindset relates to an individual's feelings and beliefs with a unique way of seeking opportunities and challenges to gain business performance. Some scholars proved that an entrepreneurial mindset has a significant impact on business strategies and performance (Lin et al., 2020; Ciu & Bell, 2022).

Moreover, studies that link entrepreneurial mindset and entrepreneurial performance (Cui & Bell, 2022; Saptono et al., 2020; Cunningham et al., 2023) have failed to describe the details of its effect on entrepreneurial performance, which is relevant to entrepreneurial development. Furthermore, most of the available empirical studies focus on entrepreneurial mindset towards entrepreneurship behavior (Abdelwahed & Alshaikhmubarak, 2023; Gillin & Hazelton, 2021; Mawson et al., 2023) or assessing the impact of entrepreneurial mindset on entrepreneurial intention (Jiatong et al., 2021; Mukhtar et al., 2021; Kwapisz et al., 2022). This sentence lies in its integration of previous studies, focus on entrepreneurial mindset, linkage to business performance, recognition of unique approaches, and implications for research and practice in the field of entrepreneurship.

Similarly, available studies on halal certification generally focused on consumers' trust (Ashraf, 2019), consumers' attitude (Sobari, 2019; Soon et al., 2017) and consumers' awareness (Shahabuddin & Hashim, 2019; Soltanian et al., 2016); marketing strategy of

halal entrepreneurial (De-Boni & Forleo, 2019; Fard & Amir, 2018), assurance of halal Products (Othman, 2016). The literature above provides different factors for assessing halal entrepreneurial performance. Studies that investigated simultaneously the role of halal entrepreneurial mindset and halal certification on halal entrepreneurial performance are limited (Muflih & Juliana, 2020; Farah, 2020). The emphasis on halal certification as an opportunity for market expansion, its integration of prior research findings, its recognition of the strategic importance of halal certification, and its implications for entrepreneurial strategy in the halal industry is a new point in this study.

The mediating role of entrepreneurial competency for determining entrepreneurial performance also warrants further investigation (Singh et al., 2023; Goyal & Mishra, 2023). Connecting and empirically examining the relationship between entrepreneurial competencies and the sustainable performance of manufacturing SMEs has been significantly restricted, as observed in studies by Chatterjee et al. (2022) and De-Sousa Jabbour et al. (2020). Moreover, Fisher (2017) and Masroor and Alam (2019) note that effectual logic could be used as a mediator to predict entrepreneurial performance in an uncertain environment. A comprehensive investigation into the relationship between causation and effectuation and eventual performance is crucial (Chandler et al., 2011). Further, the association between effectual logic and the performance of SMEs found various findings (Laskovaia et al., 2019; Karami et al., 2023), but its effects on the aspect of effectual logic are yet to be investigated. More specifically, further investigation of the mediating role of entrepreneurial competency and effectual logic is required to examine the role of other plausible influencing factors on halal entrepreneurial performance.

Furthermore, previous studies (Ali et al., 2021; Gunden et al., 2020) argued that research on the resource-strategy–performance gap is relatively scarce. This resource-

strategy–performance gap may exist due to situational constraints, that have been predominantly ignored in the halal entrepreneurial study, particularly in online applications (Gunden et al., 2020; Annaraud & Berezina, 2020). At this point, the current study incorporates the situational variable of COVID-19 as a moderator to address the strategy–performance gap in the context of online applications. Additionally, it is noteworthy that despite the extensive research on online applications in Indonesia, there exists a research gap in the understanding of the moderating effect of online applications.

While the studies mentioned above attempted to highlight certain aspects of entrepreneurial performance, these evaluations were conducted individually and from varying perspectives. This situation indicates a gap for a comprehensive evaluation of the collective impact of entrepreneurial competency and effectual logic in terms of strategy, aligning with the current Resource-Based View theory. To explain the phenomenon, some previous studies had employed examined different theories to derive the problem. Colombelli et al. (2022) utilized The Challenge-Based Learning method to link the entrepreneurial mindset and performance, which includes the steps of engaging, investigating, and Act. What is less clear is the nature of this theory, which is unable to predict participants' real conduct and intentions in the periods following the Challenge. Further, Ahimbisibwe et al. (2021) applied Mindset Theory of Action Phases to test the role of the entrepreneurial mindset with the assumption that the pursuit of goals consists of discrete phases, each of which is accompanied by a unique mentality. This theory failed to exploit the concept of cognitive mindset and it combined the pre-decisional and post-actional phases, prohibiting the notion that distinct tasks are addressed during these actions. Another study examined the entrepreneurial creativity theory, which posits that creativity has evolved from its origins in mysticism and divine inspiration to become a critical performance factor

in assisting organizations to adapt to changing surroundings (Kimathi, 2020). However, this theory is difficult to objectively measure an output variable, as it depends upon the context and observer's perspective. However, it is unfortunate that there are no literatures of halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online app toward halal entrepreneurial performance. Correlation studies demonstrated that under a holistic approach, the performance of small and medium-sized enterprises (SMEs) was enhanced.

Based on the theoretical gap and previous studies of halal SMEs in Indonesia, this study found a gap in the literature with specific references to determinants of halal entrepreneurial performance. To address the issues, this study employed the resource- based theory (RBV) as underpinning theory towards halal entrepreneurial performance by investigating the role of halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online app. A complete investigation of these variables in this study is necessary to explain the new conceptual development of halal entrepreneurial performance. The originality of this problem statement lies in its recognition of a gap in the literature, its focus on the collective impact of entrepreneurial competency and performance, its integration of multiple theoretical perspectives, and its implications for both research and practice in the field of entrepreneurship and strategic management.

1.3 Research Question

Halal businesses need to determine how entrepreneurs of SMEs increase the firm’s capabilities. Resource-based view (RBV) has often interpreted entrepreneurial performance as being impacted by the optimal combination of their own resources and capability (Barney, 1991). According to a report by Pew View Research (2022), the Muslim population in

Indonesia is estimated at 237.56 million. On a global scale, this figure accounts for 12.30% of the world's Muslim population, which is estimated to be 1.93 billion (Rizaty, 2022). Majority of this Industry was conducted by Millennial business owners in Indonesia with 723 (36.42%) being 20-30 years old (Utomo et al., 2021). Most recent related halal studies used the RBV theories to shape the relationship between different Halal aspects and organizational performance (Ali et al., 2021; Amer, 2023). Giyanti et al. (2021) linked internal motivation and organizational commitment on business performance; market and financial positively influenced performance (Zailani et al., 2020). Apart from previous studies, limited research has linked factors, halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online app, coupled with existing constructs of resource-based view which need to be investigated.

Through the examination of halal entrepreneurial mindset and halal certification as factors influencing halal Small and Medium Enterprises (SMEs), Jemal (2020) found that a noteworthy positive impact of entrepreneurial mindset on the performance of SMEs. Most researchers considered entrepreneurial mindset dimensions focused on seeking opportunity, alertness in action, and entrepreneurial activities to investigate their impact on the subjective performance of SMEs (Agyapong et al., 2021; Utami & Oetomo, 2020). The finding of Abun et al. (2022) illustrates that the entrepreneurial mindset and work performance are highly correlated and become a crucial key factor in obtaining superior performance. However, it still lacks research on entrepreneurial mindset in terms of halal (Nugroho, 2023), and previous studies have conducted entrepreneurial mindset in different areas such as Malaysia (Pihie & Bagheri, 2013), Africa (Puni et al., 2018), India (Jena, 2020), while little attention scholars in the context of Indonesia.

Competencies help entrepreneurs build profitable and sustainable businesses as they combine to provide firms with a competitive advantage (Vu & Nwachukwu, 2021). However, Mokbe et al. (2022) argued that many entrepreneurs still lack entrepreneurial competence which is seen to pose a significant impediment to SMEs' performance. In 2001, Saravathy developed the effectuation theory which acknowledges how the decision-making process of entrepreneurs differs in an unpredicted environment. Furthermore, given that the effectuation theory is still in an early stage of development (Ruiz-Jimenez et al., 2021), the present study contributes to the progress of effectuation research by applying it in a context that has been under-explored.

Since 2020, especially as the pandemic continues to rage, more businesses have chosen to join an OFD platform (Huang & Siao, 2023). Prior studies have concentrated on OFD attitudes (Cho et al., 2019), the intention to use (Yeo et al., 2017), adoption (Poon & Tung, 2023), choice (Saad, 2021), and the correlation between attributes of mobile food apps and ultimate conversion (Macias et al., 2023). However, little research has been carried out to understand how entrepreneurs decide to implement an OFD platform and how the implementation of OFD influences firm performance (Huang & Siao, 2023).

This study concerns on halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online application as potential factors determining halal SMEs performance. A complete assessment of these variables is necessary to explain the relevance of the factors as have not been analyzed in previous studies simultaneously. To get an overview of the current research work on halal entrepreneurial performance, the following research questions (RQ) are framed, which further guides the review process of this study. In line with the explanation of relationships between the key

constructs of halal entrepreneurial performance, the research questions for this study is as follows:

RQ1a: Does halal entrepreneurial mindset have a significant impact on entrepreneurial competency?

RQ1b: Does halal entrepreneurial mindset have a significant impact on effectual logic?

RQ1c: Does halal entrepreneurial mindset have a significant impact on halal entrepreneurial performance?

RQ2a: Does Halal Certification have a significant impact on entrepreneurial competency?

RQ2b: Does Halal Certification have a significant impact on effectual logic?

RQ2c: Does Halal Certification mindset have a significant impact on halal entrepreneurial performance?

RQ3: Does entrepreneurial competency have a significant impact on halal entrepreneurial performance?

RQ4: Does effectual logic have a significant impact on halal entrepreneurial performance?

RQ5: Does Online application have a significant impact on halal entrepreneurial performance?

RQ6a: Does entrepreneurial competency as a mediating variable have a significant impact between the link halal entrepreneurial mindset and halal entrepreneurial performance?

RQ6b: Does entrepreneurial competency as a mediating variable have a significant impact between the link halal certificate and halal entrepreneurial performance?

RQ7a: Does effectual logic as a mediating variable have a significant impact between the link halal entrepreneurial mindset and halal entrepreneurial performance?

RQ7b: Does effectual logic as a mediating variable have a significant impact between the

link halal certificate and halal entrepreneurial performance?

RQ8a: Does online application as moderating variable have a significant impact between the link halal entrepreneurial mindset and halal entrepreneurial performance?

RQ8b: Does online application as moderating variable have a significant impact between the link entrepreneurial competency and halal entrepreneurial performance?

The investigation conducted for answering this question will make a significant contribution to the overall body of knowledge in the selected domain of the development of entrepreneurship theory. This study addresses the main research question by empirically analyzing individuals' perceived significance effect of the potential factors on halal entrepreneurial performance.

1.4 Objectives of Study

The role of RBV focuses on resources and capabilities which impact on halal entrepreneurial performance in Indonesia, as proposed by Penrose (1959). RBV argued that the role of the potential factors which affect halal entrepreneurial performance requires a basis of logical relations among them. Previous studies and theoretical approaches have been presented as one of strong justifications for this study. Moreover, an investigation which focuses on the potential factors of halal entrepreneurial performance with halal perspective in Indonesia is relatively new. Relationships between these factors are posed in a conceptual model in such ways, which explains the hypothesized influence of each factor on one another for ultimately explaining and analyzing the concept of entrepreneurial performance at halal perspective.

Furthermore, the findings and logical justifications are proposed as a contribution to strategic decision making in the field of halal entrepreneurial performance of this research. The aim of this study is to contribute to the overall body of knowledge by extending RBV

theory in the context of halal entrepreneurial performance by investigating potential factors affecting the halal entrepreneurial performance in Indonesia: the role of halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application. Aligned with the clarification of the significances among crucial factors influencing halal entrepreneurial performance, the study's research objectives are outlined as follows:

RO1a: To investigate the significant effect of halal entrepreneurial mindset on entrepreneurial competence.

RO1b: To investigate the significant effect of halal entrepreneurial mindset on effectual logic.

RO1c: To investigate the significant effect of halal entrepreneurial on halal entrepreneurial performance.

RO2a: To investigate the significant effect of Halal Certification on entrepreneurial competency.

RO2b: To investigate the significant effect of Halal Certification on effectual logic.

RO2c: To investigate the significant effect of Halal Certification mindset on halal entrepreneurial performance.

RO3: To investigate the significant effect of entrepreneurial competency on halal entrepreneurial performance.

RO4: To investigate the significant effect of effectual logic on halal entrepreneurial performance.

RO5: To investigate the significant effect of Online application on halal entrepreneurial performance.

RO6a: To investigate the significant effect of entrepreneurial competency as a mediating

variable between the link halal entrepreneurial mindset and halal entrepreneurial performance.

RO6b: To investigate the significant effect of entrepreneurial competency as a mediating variable between the link halal certificate and halal entrepreneurial performance.

RO7a: To investigate the significant effect of effectual logic as a mediating variable between the link halal entrepreneurial mindset and halal entrepreneurial performance.

RO7b: To investigate the significant effect of effectual logic as a mediating variable between the link halal certificate and halal entrepreneurial performance.

RO8a: To investigate the significant effect of online application as a moderating variable between the link halal entrepreneurial mindset and halal entrepreneurial performance.

RO8b: To investigate the significant effect of online application as a moderating variable between the link entrepreneurial competency and halal entrepreneurial performance.

1.5 Key Concepts and Operational Definitions

This study utilizes several significant terms, all of which need to be understood with regard to their definition. Halal Entrepreneurial Mindset, Halal certification, Entrepreneurial competency, Effectual logic, Online application and Halal entrepreneurial Performance are key concepts in this study. The following part explains the key concepts and their fundamental associations.

1.5.1 Entrepreneurial mindset, which is identified by elaborating mindset and implementation mindset. The elaborating mindset focuses on the desirability and feasibility of entrepreneurial behavior, while the implementation mindset concentrates on the specifics of where, when, and how to implement a plan, thereby

transforming a wish into an intention. This study adopted the concept of entrepreneurial mindset from Mathisen and Arnulf (2013) and applied it to the context of halal entrepreneurship. The halal entrepreneurial mindset is defined as a way of thinking about the halal perspective that seeks opportunities rather than obstacles, considers any chance rather than failures, and seeks solutions rather than complaining about a problem (Walter & Block, 2016). To measure the halal entrepreneurial mindset, this study adopted a stimulating and implementing mindset through seven items from Mathisen and Arnulf (2013).

1.5.2 Halal certification is described as the form of a license, logo, seal, or stamp, informing consumers that a food product was sourced, processed, and distributed in conformity with the rigorous Islamic guidelines (Ab-Talib et al., 2017). Halal certification must be regarded as an essential option to gain consumers' trust, particularly among SMEs in Indonesia with varied morals, strictness, and societies. To measure halal certification, this study adopted eight items from Marzuki et al. (2014).

1.5.3 Entrepreneurial competence is referred to as encompasses the essential qualities of specific knowledge, intention, quality, self-image, social responsibility, and expertise, or the ability of an entrepreneur to efficiently perform a task (Man et al., 2008). In this study, opportunity recognition competency and strategic competency are used as components of entrepreneurial competency, along with four indicators adopted from Ahmad (2007) and Man et al. (2008). This scale comprises eight critical factors: (1) identifying goods and services, (2) understanding consumer needs, (3) product benefits, (4) superior quality, (5) alignment with strategic goals, (6) emphasis

on business goals, (7) evaluating business goals, and (8) assessing costs and benefits. This study focuses on the capacity of small and medium-sized business owners to identify potential opportunities and implement them to improve business performance.

1.5.4 **Effectual logic** is the ability to focus on selecting between options to have an impact on the challenges and opportunities in the developing business field by concerning causation and effectuation (Sarasvathy, 2001). In this study, Chandler et al. (2011) utilized effectual logic through causation-based decision-making with five factors and effectuation-based decision-making with five indicators.

1.5.5 **Online application** is a facilitated web-based communication between SMEs and customers to make shopping simple (Parasuraman et al., 2005). The OD aspects in this study focus on responsiveness and security, with three separate aspects addressed by Parasuraman et al. (2005) namely responsiveness, compensation, and contact.

1.5.6 **Halal entrepreneurial performance** refers to how individuals view business practices and their impact on customer interest in halal products (Soltanian et al., 2016). This study embraces four components of halal entrepreneurial performance - product orientation, customer orientation, creativity and innovation (CI), and business profit earned which were adapted from Sariwulan et al. (2020).

1.6 Scope of the Study

This study attempts to examine the potential factors that affect halal entrepreneurial performance in Indonesia. The scope of the study is limited to halal SMEs in West Kalimantan. This study focuses more on Millennial entrepreneurs. As a result, this study was

carried out to build the conceptual model by integrating halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online application under RBV theory to support the model development in this study. The distribution of questionnaire was through G-form and shared with a WhatsApp group belonging to MUI West Kalimantan. Data were collected during 3 Months from 01 December 2022 to 30 December 2023.

1.7 Significance and Contribution of the Study

According to Ladik and Stewart (2019), a critical analysis of previous research and a demonstration of how something has changed can make a significant contribution to knowledge considering current market conditions. Their previous publication (Ladik & Stewart, 2008) argued that to obtain the importance of writing, authors must provide essential information for readers to understand the contribution of research. Also, there are four main categories of mistakes which have to be avoided: wrong manuscripts which decreases the contribution's clarity, unclear gap which justifies contribution, inequity of literature review, and implacable findings for research. In addition, Ladik and Stewart (2019) argued that substantial, conceptual, and methodological domains (Smart-PLS and interaction analysis) are rigorous in structuring our minds to perform high-quality research. Therefore, strong research that meets the required criteria will qualify for publication and have an impact on various stakeholders such as decision-makers, government bodies, and society at large. Consequently, this study is expected to yield significant findings.

This study focuses on identifying potential factors that can impact halal entrepreneurial performance and contributes to the existing literature on entrepreneurship by proposing a new theoretical concept and model for analyzing the performance of halal entrepreneurship. The purpose of this study is to contribute to the existing entrepreneurship literature by addressing gaps highlighted in previous studies (Farmaki et al., 2020; Othman,

2016; Rafiki & Wahab, 2016) of entrepreneurial performance. Table 1.2 presents a summary of the contributions of this study.

Table 1.2: Expected contribution in this study

Contribution Domains	Expected Contributions from This Study
Theoretical contribution	One of the main objectives of this study is to address research and theoretical gaps by constructing a new conceptual framework that provides a comprehensive explanation for the factors that impact halal entrepreneurial performance. The aim is to contribute to the existing literature and advance understanding of this topic by proposing a novel approach. This study enlarges the scope of RBT in the context of halal entrepreneurial and theoretical offering by: 1. Analyzing the impact of halal entrepreneurial mindset and halal certification along with other existing constructs of RBT for estimating halal entrepreneurial performance 2. The existing theory such as Resource-based theory (RBT) through which entrepreneurial competency, effectual logic and online application (i. g. delivery system) are implemented in halal entrepreneurial business and enhance social economics among low- income households.
Methodological contribution	This study makes methodological contributions by 1. Using an improved measurement (Likert-scale) for online application 2. Testing the role of the mediating effect of entrepreneurial competency (EC) and effectual logic (EL). 3. The new conceptual research is conducted to examine the HEP understanding to halal entrepreneurial competitiveness by online application by using Moderated structural equation modeling (MSEM) (Ping, 1995).
Contextual Contribution	The sample was obtained from Indonesia; the majority are Muslims. This study provides contribution by 1. Assessing the factors affecting halal entrepreneurial halal entrepreneurial performance and the role of Millennial entrepreneurs. 2. Analyzing the effect of halal certification from non-halal brand products to gain diversification and brand strategy.
Practical Contribution	1. The study's findings will enhance the resources and capabilities of SME owners, enabling them to make strategic decisions. 2. The findings expand the Resource-Based View (RBV) theory to different contexts and businesses. 3. This study will guide future research directions, such as exploring the relationship between strategy, capability, innovation, and entrepreneurial performance. 4. Small and medium-sized entrepreneurs need to ensure that their halal products signal a positive halal certification to meet the expectations of Millennial consumers.

1.8 Theoretical Background

As discussed in the previous section, entrepreneurship literature lacks theoretical

consistency. According to Shan et al. (2019), knowledge-based theory and dynamic capability are an extension set of Resource-Based Theory (RBT). The resource-based theory (RBT) is derived from the resource-based view of the organization (RBV) by providing an important framework for explaining and estimating the basis of an organization's competitive advantage and performance (Hou et al., 2019; Rua et al., 2018). Besides, entrepreneurial studies often couple dynamic capability theories such as entrepreneurial strategy (Yi et al., 2018; Kellermanns et al., 2016), international entrepreneurship (Khouroh et al., 2020; Khan & Lew, 2018; Kaur & Mehta, 2017) and entrepreneurial innovation (Tsolakidis et al., 2020; Shashlo et al., 2018; Ignatov, 2018). In addition, some previous studies posited an entrepreneurial perspective with a resource-based view (RBV) such as entrepreneurial capability, insight, entrepreneurial knowledge, and the ability to coordinate resources to obtain competitive advantage and performance in organization (Abbas et al., 2019).

Previous researchers have suggested that entrepreneurial performance can be enhanced by achieving excellent customer value and gaining a competitive advantage. (Matarazzo et al., 2021). This value and competitive advantage drive a superior outcome for organizational performance. Consequently, the organization's resources and dynamic capabilities explain the organization's innovation and value. Innovation and creativity are part of entrepreneurs' competency to manage their businesses, take advantage of opportunities, and have effects on the market (Ferreira et al., 2020). D'Angelo and Presutti (2019) also suggest that the advantages of early growth are internal (learning effects) as well as external (challenges). They note that without RBV to change resources into advantage, entrepreneurial resources do not translate into performance and this view advocates the capabilities of entrepreneurial performance such as human skill and knowledge or access to

networks through which these capitals can be acquired and determine entrepreneurial success. Therefore, entrepreneurs' capabilities are crucial for acquiring the requisite complementary resources and capabilities (Thrassou et al., 2020; Liu et al., 2019). As a result, this study applies RBV to assess antecedents of halal entrepreneurial performance.

1.8.1 Resource-based theory

Based on the previous discussion, entrepreneurial literature lacks theoretical consistency. Entrepreneurial studies have devoted little focus to applying RBV as a frame of reference in developing entrepreneurial theory or analyzing core challenges in entrepreneurial practice (Giyanti et al., 2020; Fard et al., 2018). Many previous studies applied the theory of planned behavior in explaining entrepreneurial theory (Joensuu-Salo et al., 2020; Sussman & Gifford, 2019), entrepreneurial agency theory (Omotosho & Anyigba, 2019), entrepreneurial learning theory (Thompson & Illes, 2020), resource dependence theory (Roundy & Bayer, 2019) to answer phenomena and diversify findings to extend the entrepreneurial theory. However, the current study investigates the integration of Resource-Based Theory (RBT) to improve competitiveness among entrepreneurs in entrepreneurial literature especially, using strategic perspective.

Penrose (1959) proposed the resource-based perspective (a legitimate theory) which stressed the integration position between internal factors (capability) and external environment (competitors). It has been established by researchers such as Wenerfelt (1984) that an organization's resources consist of tangible (e.g., building, chairs, desks, papers, etc.) and intangible (capability, knowledge, and competency) assets that are semi-permanently connected. In addition, Barney (1991) emphasized that an organization might achieve a competitive advantage by satisfying four criteria: valuable, uncommon, imperfectly imitable, and non-replaceable competence. To increase profit, valuable resources must

enable the organization to operate in ways that result in high sales, low costs, high margins, and low risks. In addition, he noted that precious resources are a crucial element for a company to develop a strategy that increases efficiency and effectiveness.

1.8.2 Dynamic Capability

Dynamic capability appeared to answer competitiveness by using three approaches in turbulence economics. The first approach is structure-conduct-performance of industrial organization which emphasizes that an organization can create a defendable position of competitors (Bain, 1959). The second is strategic conflict which focuses on product market imperfection and strategic interaction relating to pricing strategy, signaling and technological skill, and the control of information (Shapiro, 1989), and the third is capturing entrepreneurial rents stemming from fundamental efficiency advantage with concern on strengths and weaknesses and building enduring advantages through efficiency and effectiveness. Uncertainty in the business environment requires quick responses from entrepreneurs by developing entrepreneurial competency (Reyad et al., 2020; Al-Mamun et al., 2019; Bharwani & Talib, 2017) and network competency (Reyad et al., 2020).

In dynamic conditions, a new manufacturing enterprise requires significantly improved competency of an open system in terms of new business models, strategies, and technological capability (Camarinha-Matos et al., 2009). Small and medium size enterprises which have limited skills and resources need to join efforts with others in order to overcome the limitation through collaboration. Entrepreneurial competency is a vital point as competencies that are most relevant to the exercise of successful entrepreneurship (Ahmad et al., 2018). Abdul et al. (2018) found that networking in the form of strategic alliances among SMEs as a competitive tool and mobilization of external resources from third parties

has a positive impact on new entrepreneur's prospects.

Moreover, Gölgeci and Larimo (2017) stated that entrepreneurial competency to use technology is positively associated with organizational success, and consequently, small and medium enterprises will cover performance expectations. A firm must have independence to control over competitors, meaning the organizations have their network capabilities to gain competitive advantage (Samuel et al., 2019). However, this theory also points out that independent organizations engage in different kinds of inter-organizational arrangements such as alliance, joint- venture, interlock, and acquisition to obtain the power of control of the market (Pfeffer, 1972). Therefore, to sustain in a turbulent economic environment, SMEs especially, halal enterprise products, need to adopt and prepare strategies for any possibilities in the future by increasing the firm's capabilities (Zaidi, 2020).

Furthermore, this study examines the implementation of a resource-based view (RBV) in halal entrepreneurial performance. Thus, this study considers SMEs' capability which has been rooted in a resource-based view. Next, thorough discussions of relevant theories and justification for applying RBV will be presented along with the organizational structure of this study.

1.9 Organization of Study

The purpose of the current study is to analyze the impact of RBV through halal entrepreneurial mindset, halal certification, effectual logic and entrepreneurial competency, and online application as vital factors in determining halal entrepreneurial performance. Therefore, an appropriate strategy for this study would be to begin with an explanation of the interrelated ideas of entrepreneurial development and halal entrepreneurial performance. This study focuses primarily on the role of RBV, capability, strategy, and performance. The

purpose of Chapter Two is to provide readers with a comprehensive review and understanding of the ideas of entrepreneurial development and entrepreneurial performance. This chapter provides an overview of the evolution of entrepreneurship, expands the topic based on RBV (Teece et al., 1997), and identifies key characteristics that influence entrepreneurial performance in a turbulent environment. In addition, the concept of entrepreneurial development is discussed about the notion of halal entrepreneurial performance.

As the purpose of this study is to explain RBV, capability, and strategy in terms of halal entrepreneurial performance, the idea of entrepreneurial performance is also discussed in the same chapter. In addition, the purpose of this chapter is to expound on other elements associated with entrepreneurial development. In addition, a comprehensive assessment of past studies is provided to highlight several significant perspectives from other researchers. The chapter also illustrates the logical justification and links established for RBV, capability, strategy, and halal entrepreneurial performance by referring to pertinent prior research.

In addition, Chapter Two elaborates on the primary research topic of this study, which focuses on factors that influence the halal entrepreneurial success of individuals. In this chapter, based on a comprehensive examination of prior research directly relevant to the context of this study, several elements that can affect the performance of halal businesses are elucidated. Explanation and presentation of these characteristics in detail demonstrate the significant relationship between competence and strategy, which are essential components of this study. The objective of presenting a comprehensive evaluation of current indicators and analysis of these aspects is to demonstrate the dependability of the sources used for identifying the factors for applying the theoretical contribution of this study. In

addition, this chapter provides a comprehensive account of the development of the hypotheses and conceptual framework based on factors uncovered during an exhaustive literature study. In addition to providing a theoretical basis for this study, these elements lead to the construction of a proposed conceptual framework based on the literature-derived research hypothesis. Consequently, this chapter introduces the most basic and central themes of this study, followed by a discussion of methodological difficulties in Chapter 3.

The purpose of Chapter Three is to provide a comprehensive understanding and explanation of the appropriate research approaches. A detailed research design is built to obtain a better understanding of research problems regarding the implementation of the research process. This study employed a quantitative method with solid reasoning and logic built to achieve the objective of this study. This part explains the guidelines observed for data collection and data analysis. The sample size is determined by using G-Power and purposive sampling is used to obtain the appropriate data sample of this study. Moreover, reliability and validity tests of measurement are also involved with justification and description of the selected method. The structural Equation Model (SEM-PLS) is used to obtain the statistical results of this study, justified with logical arguments built from a literature review throughout the research process.

Chapter Four presents a discussion of the findings of the research in detail. The chapter explains the rigorous efforts for obtaining testing results of the conceptual model. This part starts with the participants' profile. Then, it describes the statistical tool, techniques and steps involved for testing the measurement model and structural model. Furthermore, the Goodness of Fit (GoF) index for the proposed conceptual model is discussed in this part. Last, this study concludes by investigating hypothesized relations developed in this study.

Chapter Five presents the conclusion of the discussion in previous chapters (Chapter Four) while highlighting the theoretical and practical contribution of this study. This chapter also discusses the limitations and presents guidelines for future studies in the field of small-medium entrepreneurship to measure performance and sustainability. To help readers understand the process and systematic thinking of this study, the organizational structure is presented in Figure 1.3.

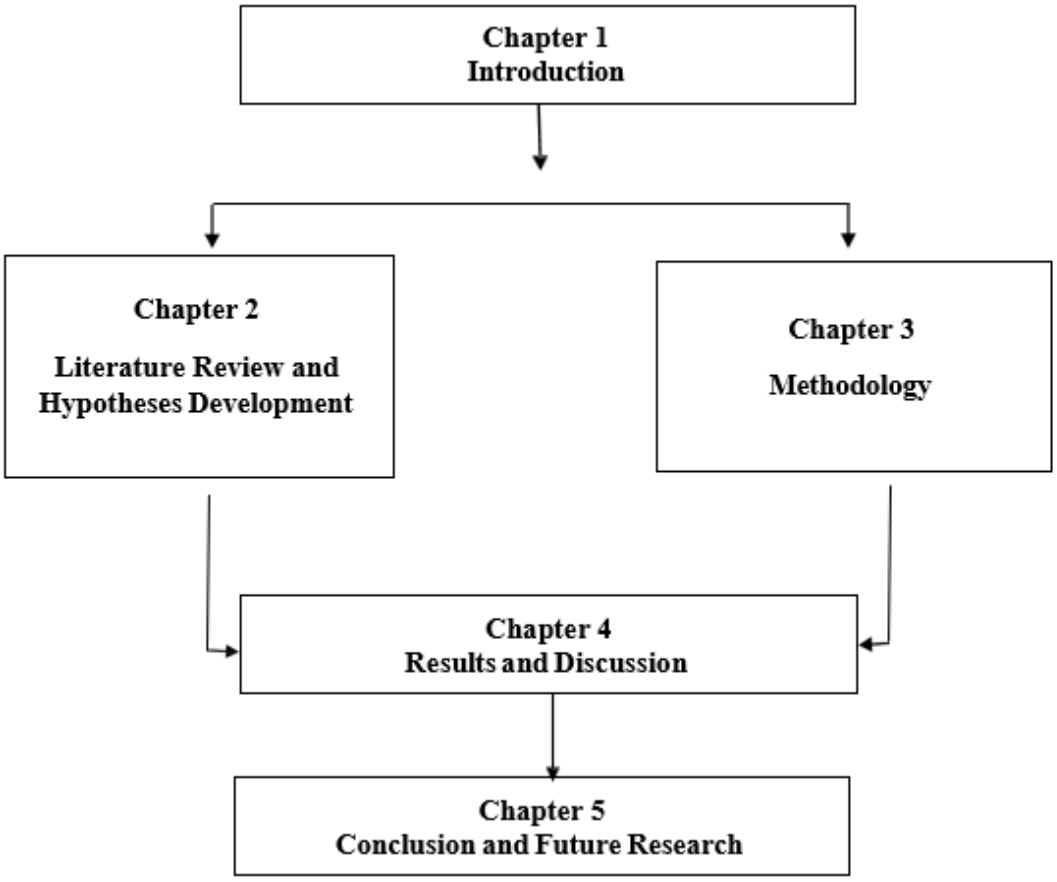


Figure 1.3: Organizational Structure of this study

CHAPTER 2

INTRODUCTION

2.1 Introduction

The previous section has discussed the empirical gap in entrepreneurial literature and some phenomena related to this study. The previous chapter has also presented the objectives of this study and justified the need for further investigation of the potential factors in developing entrepreneurial competitive advantage through a strategic approach. The entrepreneurial performance and relevant topics are discussed to identify the significance of a halal entrepreneurial mindset and halal certification. Some relevant previous studies have discussed moderating and mediating effects involved to explain the role of a strategic approach towards halal entrepreneurial performance. The discussion also deals with the online application as a moderating variable (Tariq et al., 2019), the mediating role of entrepreneurial competency (Wirda et al., 2019), and effectual logic (Sarasvathy, 2021).

This study aims to explore the potential factors which affect halal entrepreneurial performance in Indonesia. This chapter starts with the concepts of entrepreneurship, the relationship between halal entrepreneurship, resources and capabilities, halal entrepreneurial concept and entrepreneurial performance, and other concepts related to the objective of this study. Furthermore, this chapter also encompasses a comprehensive and detailed review of relevant literature on entrepreneurial development which refers to the scope and main purpose of this study. This chapter elaborates on the relevance and links among main constructs in this study. Discussion of entrepreneurship is extended to the existing theory of resource-based theory (RBT) which leads to the discussion of some inconsistent results of previous studies.

The discussion of this chapter deals with halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, online application and halal entrepreneurial performance. The concept of strategy from an entrepreneurial mindset perspective and its different dimensions are rarely discussed in the perspective of entrepreneurship towards RBV. The concept of entrepreneurial development is related to the halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, and online application. The important discussion highlights the resource and capability contribution towards halal entrepreneurial performance of this study. Halal small and medium enterprises in Indonesia are also discussed in detail. This study contributes to the body of knowledge in the domain of entrepreneurial development; it offers a better understanding of the significance of using technology (online application) in halal SMEs. Finally, a summary of the whole discussion is presented in Figure 2.1 to conclude the chapter.

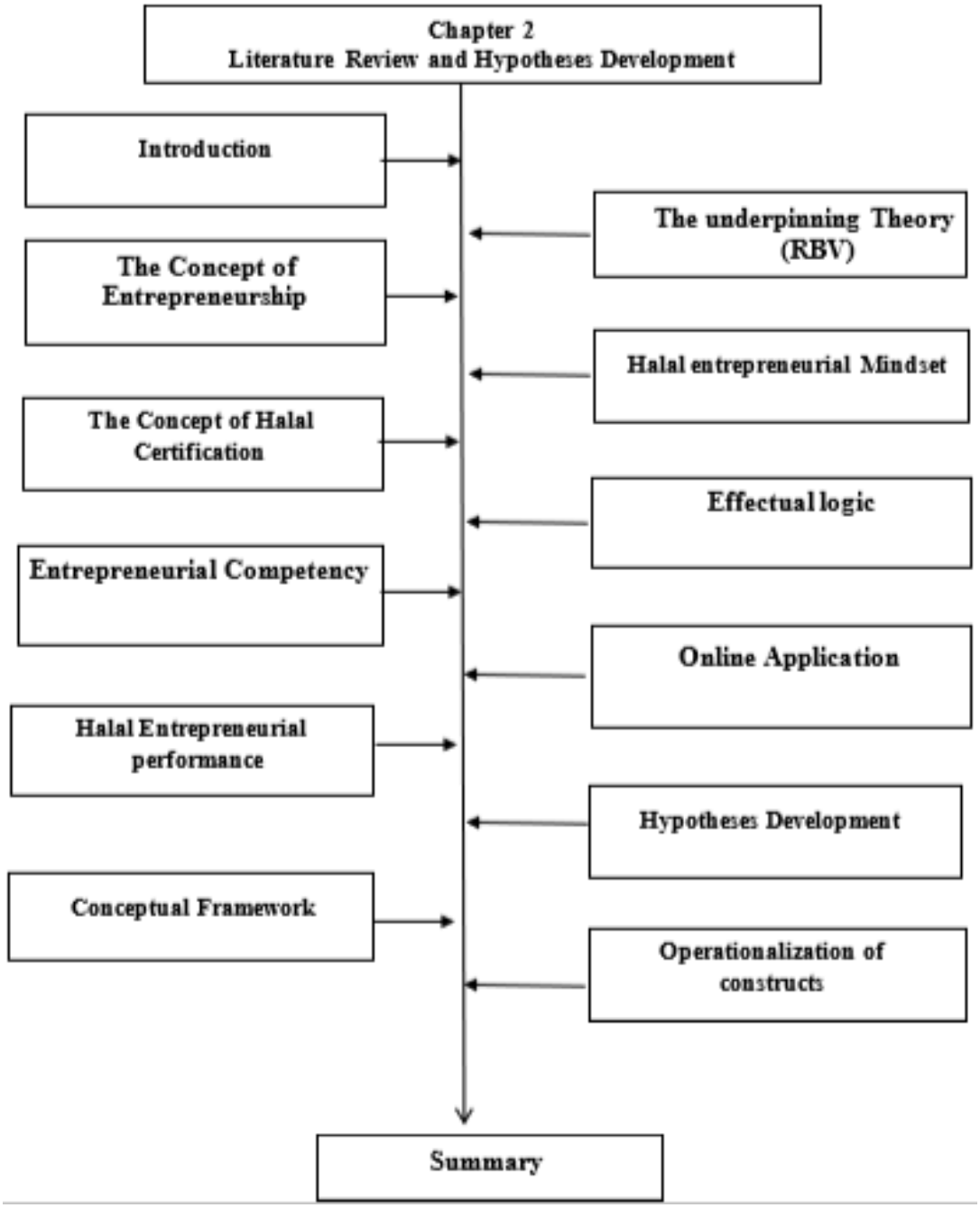


Figure 2.1: Organizational Structure of Chapter 2

2.2 Resource-Based View (RBV)

RBV assesses and interprets an organization's resources to determine how it maintains a competitive edge over time. The RBV highlights imitable company traits as sources of better performance and competitive advantage (Barney, 1991). Resources that cannot be easily transferred or bought, that need a steep learning curve, or that demand a significant shift in the business's atmosphere and culture, are more likely to be unique to the organization and, as a result, more difficult for competitors to replicate. According to Conner, the success of firms varies based on their unique inputs and capabilities (Teece, 2018). The RBV provides a company-specific perspective on the market success or failure of businesses (Penrose, 1956). Valuable, rare, unique, and irreplaceable resources (Barney, 1991) enable firms to build and maintain competitive advantages and to exploit these resources and advantages to improve performance.

According to Banerjee et al. (2018), both the resources and the capabilities must be Valuable, Rare, Irreplaceable, and Non-Replaceable (VRIN). When resources provide strategic value to the organization, they are valued. When resources help firms exploit market opportunities or manage market risks, they are valued. Valuable resources are those that enable a company to implement a strategy that will increase its efficacy and efficiency. It may arise in terms of expenditures and symbols associated with this activity and results when compared to firms with comparable resources. In addition, such resources enhance the firm's ability to capitalize on opportunities and counteract risks (Muda, 2018). In this study, halal certification becomes a value as a business needs to fulfill very tight requirements to accept this certification from The Indonesian Ulema' Board. This value can play a significant contribution to bringing a business to gain competitive advantage and performance.

Rare (R): Resources must be scarce among the company's existing and potential competitors. Rare resources are those that provide a corporation with a competitive edge but are not widely utilized by other businesses. If a significant number of businesses can adopt the same plan, it is not uncommon and will not be a source of competitive advantage. On the other hand, scarce resources are those that provide a company with distinct advantages and strategies compared to its competitors. Halal entrepreneurial mindset is a mindset of innovatively using halal chances to create economic profits, and competitive advantage and realize social equality concurrently (Salaheldeen et al., 2022); halal has become a branding strategy to obtain competitive advantage.

Imperfect Imitability (I): Imperfect imitability indicates that it is not possible to reproduce or imitate the resources. There are several potential bottlenecks for imperfect imitability, including challenges in getting resources, uncertain relationships between competence and competitive advantage, and resource complexity. Inimitable refers to a source of value that, if a company does not possess it, cannot be gained or is difficult to replicate. When a resource is valuable and rare, but easily duplicated, it cannot be ruled. Even though a competitive firm cannot replicate another firm's resources, it may be able to substitute equivalent resources. This study argues that halal certification and a halal mindset are important attributes that establish the uniqueness of products and services, which cannot be imitated without having halal status and certification from MUI, the halal certification authority in Indonesia.

Non-Substitutability (N): The non-substitutability of a resource indicates that it cannot be replaced by another resource. A competitor cannot obtain the same performance by substituting resources with other ones. These companies enable the implementation of an

identical plan. Consequently, such resources are not a source of sustained competitive advantage when they are replaceable. In other words, non-substitutable resources are incompatible with any functional substitutes and cannot be substituted by other strategically equivalent valuable resources. Therefore, this study identifies the various strategies and capabilities that can be used to obtain a competitive advantage for businesses that do not hold halal certification, which presents a significant opportunity to capture a large market in the future, as proposed by the model in this study.

According to Barney, a useful resource must enable a firm to do things and behave in ways that result in high sales, low expenses, and high profits, or provide financial value to the firm in other ways. Barney also underlined that ‘resources are useful when they allow a company to develop or implement plans that enhance its efficiency and RBV assists managers in understanding why competencies can be viewed as a company's most valuable asset, as well as how these assets can be utilized to boost business performance. RBV of the company acknowledges that past experiences, organizational culture, and competencies are crucial to the success of the company (Muda, 2018).

2.2.1 Identification of Resources-Based View and Halal Entrepreneurial Performance.

According to RBV, resources can be widely defined to encompass the halal SME assets, organizational processes, firm qualities, information, and expertise that can be used to develop and implement strategies (Barney, 1991). Several scholars have categorized particular sorts of resources that might help businesses develop and implement value-creating business strategies (Banerjee et al., 2018; Muda, 2018; Ferreira et al., 2020). The RBV has proven helpful in determining the basis on which a halal SME’s resources and

competencies serve as sources of a sustainable competitive advantage (Matarazzo et al., 2021). The RBV aims to understand the relationships between different resources and how resources can be combined to maintain competitive advantage (Barney, 2001; Peteraf, 1993). Therefore, this study regards RBV as a suitable theoretical perspective to investigate the implementation levels of halal SMEs in Indonesia and how different factors interplay to achieve halal entrepreneurial performance.

On the one hand, halal SMEs in Indonesia recognize sustainability initiatives to develop strategic resources from committed relationships to consumer demand and a positive reputation for the halal SMEs (Bangsa & Schlegelmilch, 2019; Gunarathne et al., 2021). For instance, halal SMEs prioritizing sustainability initiatives often receive an optimistic assessment from financial and non-financial analysts, which, in turn, helps attract long-term investments (Jia et al., 2020). On the other hand, halal SMEs in Indonesia often abstain from investing in sustainability initiatives to save resources required to survive contemporary market competition (Kim et al., 2019). As a result, Halal SMEs in Indonesia encounter a trade-off between capitalizing on current resource capabilities and technology implementation for present gains, while also setting the stage for long-term future benefits (Gunarathne et al., 2021).

2.2.2 Resources-Based View and Theoretical Gaps.

Research on RBV literature has identified the lack of experience in halal SMEs, especially in terms of a limited number of factors affecting halal SMEs' performance (Nemar et al., 2022; Hossain et al., 2022), and mediating and moderating role in impacting halal entrepreneurial performance to assess which reflect the specific resources of halal SMEs (Ismail, 2022; Karami et al., 2023), as well as targeted aspects for millennial halal SMEs

(Nursalwani et al., 2021). In contrast to extant publications, this study creates a framework for factors influencing the halal entrepreneurial performance of millennial SMEs. It further includes RBV as a theoretical perspective and presents the results of a process that has lasted for more than a few years, in which policymakers, development agencies, and halal SMEs themselves have been part of an implementation approach (Nemar et al., 2022; Razzaque et al., 2023).

In the extant literature, this study asserts that RBV offers a suitable theoretical perspective to address this trade-off (Nasrulloh, 2021; Stefanelli et al., 2021). The RBV conceptualizes a firm as a pool of resources and capabilities that provides a sustained advantage over competitors and delivers superior performance to halal SMEs (Barney et al., 2001; Ismail, 2022). RBV can effectively explain the potential factors influencing halal SMEs' performance in Indonesia to adapt to a fluctuating business environment. Thus, the concept of RBV emerged from an effort to explain capabilities and technology. To generate hypotheses and a model framework for this study, the discussion will now focus on the links between the constructs of the study.

2.3 The Concept of Entrepreneurship

The term 'entrepreneur' originates from French economics as early as the 17th and 18th centuries, from the word '*entreprendre'* which means to begin something. The word is used to describe an active working person (Dronjak, 2019). The concept of entrepreneurship from Schumpeter (1961) is apart from other approaches such as leadership or brokerage. An entrepreneur is a self-employed individual with a risk-taking mentality and a successful entrepreneur must have managerial skills. Recent entrepreneurship research is characterized by ambiguity about the content of the concept's "entrepreneur" and "entrepreneurship"

(Gurtu, 2020). Stevenson (1985) defined entrepreneurship as a process by which individuals pursue and exploit opportunities irrespective of the resources, they currently control. While Schumpeter (1961) stated that the entrepreneur is an innovator who introducing new combinations of resources.

The entrepreneurial organization prioritizes opportunities over resources. This means, the focus of organizational entrepreneurship is on the recognition of opportunities, the commitment to an opportunity, the acquisition of control over resources, the management of resource networks, whether they are within a single hierarchy, and how participants are rewarded (Stevenson, 1985). Entrepreneurs should make swift but flexible commitments, allowing for adjustments based on emerging information. The commitment process involves multiple stages, with resource allocation at each stage being limited to the extent necessary for generating new information and achieving success before seeking additional resources (Khanin et al., 2022). Such organizations utilize resources existing within the hierarchical control of others, requiring them to effectively manage both the network and hierarchy (Stirzaker et al., 2021).

Opportunity is characterized as an envisioned future condition distinct from the present, coupled with the belief in the feasibility of attaining that state (Stevenson, 1985). The opportunity concept is often used to signify the relevant aspects of the external environment of entrepreneurial activity (Tabares et al., 2021). The opportunity discovery is not an act of individual surrender but is a social and relational process. Stirzaker et al. (2021) emphasize that discovery related to opportunity is an individual action, it also involves other elements, so initial insights require development before becoming a business venture. Gemmell and Kolb (2022) show how entrepreneurs only recognize opportunities that are not

yet perfect, and before the opportunity can become a guide for entrepreneurial actions, a development process is needed. Ventures in both commercial and social domains necessitate the allocation of limited resources with the anticipation of future gains. The defining characteristics of entrepreneurs include the need for achievement, an orientation toward intuitive rather than sensate thinking, and a willingness to take risks. Entrepreneurs are innovators sensing, seizing, and transforming opportunities into workable ideas, capability, time, and effort to implement in strategy (Gemmell & Kolb, 2022).

The current situation of halal SMEs' performance in Indonesia, including its current resources, represents an obstacle for SME entrepreneurs to pursue a chance (Nagy et al., 2018). The idea of pursuit of opportunity and strategy is central to the process of halal entrepreneurial performance nowadays. Torres et al. (2022) emphasized the role of entrepreneurs in halal business in decision-making by SME entrepreneurs and the process of change is more vital in the Indonesia market. Halal entrepreneurship from a strategy and opportunity recognition perspective in Indonesia is quite a new concept in entrepreneurship studies and has received broad attention in studies focusing on turbulence changes in many environmental businesses (Pramono et al., 2021; Reimer & Saerbeck, 2017).

Consistent with the notion of entrepreneurship as a process, how one conceptualizes opportunity discovery should in turn inform how one investigates opportunity evaluation. The goal of entrepreneurial discovery is to identify a valuable economic opportunity, because 'exploitation of an idea that is neither valuable nor rare can only lead to the generation of average profits (Collings et al., 2021). This fundamental concept reveals three crucial insights into the decision-making process of evaluating opportunities: (1) assessments of opportunity attractiveness, referring to the potential of the opportunity to

yield competitive advantage and entrepreneurial returns for the firm, are likely conducted separately from the decision to exploit the opportunity; (2) the evaluation of opportunities is forward-looking, with entrepreneurs assessing the potential gains for the firm if the opportunity is pursued; and (3) opportunity evaluation is a subjective, first-person assessment. In other words, halal SME entrepreneurs in the context of Indonesia focus on whether the opportunity is generally appealing. Collectively, these insights suggest that decision-making policies for opportunity evaluation are constructed as forward-oriented, cognitive representations envisioning if the opportunity is exploited. In essence, halal SME entrepreneurs must conceptualize and imagine the business opportunity, envisioning its exploitation before acting (Correa et al., 2022).

Moreover, Jabeen et al. (2017) stated that millennials in 2025 will be a key element for business success to adjust the factors affecting entrepreneurial performance in the pursuit of opportunity especially in the technology revolution. Furthermore, Alvarez and Barney (2019) argued that entrepreneurial opportunities have many essential implications for the field of halal entrepreneurship. Halal entrepreneurship has the same common sense of describing the function of entrepreneurship towards opportunities as a strategic part. Thus, the theory of entrepreneurship is centered on the concept of opportunity which represents a new idea and strategy for halal entrepreneurial performance (Tabares et al., 2021).

This study argues that the Resource-Based View (RBV) offers valuable insights into entrepreneurial decision-making. According to the RBV, entrepreneurs of SMEs capacity to generate and sustain entrepreneurial profits depends on their resource endowments, specifically those resources that are valuable, rare, and not easily imitated or substituted. These resources should be deployed efficiently to meet customer needs (Barney, 1991). As

ventures expand, new opportunity recognition emerges to leverage the SMEs' competencies and capitalize on them (Penrose, 1959). Therefore, it is probable that decisions regarding opportunity recognitions are shaped by an assessment of the appeal of future resources and resource combinations acquired through exploitation. In such a scenario, a halal business entrepreneur's opportunity recognition likely involves an individual judgment, where the entrepreneur's evaluation of the attractiveness of the future set of resources and resource combinations resulting from exploitation is influenced by the current knowledge, skills, competencies, and resources of the business.

2.4 Entrepreneurship and Halal SME Performance

The previous studies stated that small and medium entrepreneurs should seize the business opportunities in the halal industry to reap the benefits of increasing business performance for halal food sectors, which have the potential to generate income (Tabares et al., 2021; Torres et al., 2022). Lopez et al. (2021) highlight that the most extensive area of research in entrepreneurship focuses on the performance consequences of entrepreneurial competency. The prevailing consensus is that entrepreneurial competency significantly contributes to improving a firm's performance (Jebna et al., 2022). Wu et al. (2021) discovered that entrepreneurial competency serves as a catalyst, driving companies to actively pursue product innovations, explore opportunities, and prioritize activities related to new product development. Seraj et al. (2022) observe that entrepreneurial competency plays a pivotal role in the success of new products, enabling firms to identify and seize new business opportunities proactively. Lumpkin and Lichtenstein (2005) define opportunity recognition as the capacity to recognize a promising idea and convert it into business concepts that enhance value and generate income. Ab-Talib et al. (2020) emphasized the significance of entrepreneurs recognizing opportunities, offering evidence that indicates

entrepreneurship undergoes continuous renewal through the identification of opportunities for improving their business performance.

Halal entrepreneurship refers to business conduct that obeys Sharia, but not necessarily businesses conducted by Muslims (Mebroui & Mosbah, 2020). The term "Halal-preneurship" or halal entrepreneurship has recently gained prominence in the global Halal industry, linking the progress of halal practices with business activities (Abdullah & Azam, 2020). It encompasses the skills, actions, and competency involved in identifying opportunities and establishing businesses. Perceptual issues involve misconceptions and misunderstandings about halal entrepreneurship, differentiating between misinterpretations by Muslims due to ignorance of Sharia (especially commands related to Halal, permissible, obligatory, and prohibited) and non-Muslims' general perception of Islam. The process of fostering creativity and innovation within Halal entrepreneurship is complex, yet understanding this phenomenon is crucial for the development of halal-driven entrepreneurship (Salaheldeen et al., 2019).

The concept of halal entrepreneurial performance has been widely used in the literature to measure the outcomes of various activities (Mansor & Daud, 2020; Muhamed et al., 2023; Amer, 2024). Looking into previous studies, resource-based theory explored the relationship between entrepreneurship and halal entrepreneurial performance (Mansor & Daud, 2020; Abdullah & Azam, 2020; Fauzi & Saad, 2023). The Resource-Based View (RBV) of entrepreneurship proves valuable in confronting emerging challenges and exploring opportunities for sustaining and advancing organizational performance. The decision-making authority and strategic market capabilities of an organization contribute to an enhanced innovative capacity, fostering both process and technological innovation

(Rafique et al., 2018). The researcher proposes that the process of acquiring, developing, distributing, and delivering halal products and services, coupled with entrepreneurial capabilities, plays a pivotal role in improving organizational performance (Pezeshkan et al., 2016). Additionally, organizations need external resources to complement internal deficiencies, utilizing both resources and capabilities to boost overall organizational performance (Bamel & Bamel, 2018).

To identify the determinants that impact the success of halal entrepreneurial performances, earlier research has been undertaken to investigate the elements influencing the performance of halal entrepreneurship, including social capital capabilities (Hareebin, 2021), entrepreneurial orientation (Fiakdu et al., 2023), entrepreneurial resources (Mansor & Daud, 2020), promotion of the Islamic financial ecosystem (Utomo et al., 2021), and implementation of Halal standards (Giyanti et al., 2021). However, Widarno (2021) suggested that studies need more precisely mediating factors influencing SME's performance. Hence, to examine the potential factors of halal entrepreneurial performances conducting thorough and consistent research on the entrepreneurial mindset, halal certification, competency, effectual logic, and online application become crucial for delivering effective and lasting assistance to these businesses.

2.5 Halal Entrepreneurial Mindset

The entrepreneurial mindset is characterized as a growth-oriented perspective, enabling entrepreneurs to embody qualities like creativity and innovation, particularly in the presence of uncertainty (Chang et al., 2021). Additionally, it is described as the predisposition to identify, discover, evaluate, and exploit opportunities (Bosman & Fernhaber, 2018). Some expanded the definition by including that an entrepreneur

possessing an entrepreneurial mindset can recognize opportunities even in unpredictable situations due to their cognitive capacity, which enables them to give meaning to unstructured events (Gorbatai et al., 2019; Schildt et al., 2020). An entrepreneurial mindset plays an essential role in a successfully surviving business and becomes the key driver of competitive advantage for organizations. In other words, the creation of an entrepreneurial mindset develops and captures new value products or services, leads to the implementation of critical thinking solutions to new and old problems, and enables companies to stay ahead of their competitors (McLaughlin & McLaughlin, 2024). However, an entrepreneurial mindset is different from an entrepreneurial intention. Kwapisz et al. (2022) stated that an entrepreneurial mindset is a way of thinking about business that focuses on and captures the benefits of uncertainty. The behavioral aspect of EM is related to the behavioral perspective because this aspect entails a way to behave and act on an opportunity and create a venture, while Krueger (2017) described entrepreneurial intention as the temporal and causal cognitive state before the decision to start a business.

A halal entrepreneurial mindset matters for business performance at all levels; how to get from a halal entrepreneurial mindset to performance? Businesses with halal entrepreneurial mindset should respond to halal business choice and not an objective in itself (Ferreira et al., 2020). The responses give the idea that organizations started by characterizing the technique and afterward recognized how a halal entrepreneurial mindset will uphold the procedure. Based on this, the halal entrepreneurial mindset should be considered as a critical factor and therefore operationalized in line with the specific strategic challenges that the company faces (Nielsen, 2018).

2.5.1 The entrepreneurial mindset's key perspectives

While certain scholars have delved into facets of the entrepreneurial mindset, offering overarching insights into its characteristics, qualities, and functions, the diverse range of perspectives has generated varied definitions, causing ambiguity regarding its nature and functioning (Bosman et al., 2018). Consequently, the question persists regarding the precise nature of the entrepreneurial mindset and how individuals can access it. Through the consolidating and synthesis of concepts from a multitude of literature sources addressing the entrepreneurial mindset. Kuratko et al. (2020) suggest the existence of three discernible aspects: the cognitive aspect, the emotional aspect, and the behavioral aspect.

Cognition refers to mental processes and these processes include attention, remembering, producing and understanding language, solving problems, and making decisions. The term comes from the Latin *cognoscere*, which means "to know," "to conceptualize," or "to recognize," and refers to a faculty for the processing of information, applying knowledge, and changing preferences. Cognition is used to refer to the mental functions, mental processes (thoughts), and mental states of intelligent humans (Estes, 1975). Concepts from cognitive psychology are increasingly being found to be useful tools to help probe entrepreneurial-related phenomena, and, increasingly, the applicability of the cognitive sciences to the entrepreneurial experience is cited in the research literature (Fletcher, 2020).

Zupan et al. (2018) defined entrepreneurial cognition as the knowledge structures that people use to make assessments, judgments, or decisions involving opportunity evaluation, venture creation, and growth. In other words, entrepreneurial cognition is about understanding how entrepreneurs use simplifying mental models to piece together

previously unconnected information that helps them to identify and invent new products or services and assemble the necessary resources to start and grow businesses (Shepherd & Patzelt, 2018). Specifically, then, the entrepreneurial cognition view offers an understanding how entrepreneurs think and "why" they do some of the things they do. In sum, prior research on entrepreneurial cognition has suggested that founders and other entrepreneurs "think" differently than other individuals or entrepreneurs.

Daspit et al. (2023) pointed out the end of all the cognition and motivation of entrepreneurs is to take some action in the world, and by doing so, give rise to a venture, an organization. Thoughts, intentions, motivations, learning, and intelligence without action do not create economic value. The very nature of organizing is anchored in the actions of individuals as they buy, sell, gather, and deploy resources, work, etc. This perspective has inspired important research examining entrepreneurial action and behavior (Van-Geldren et al., 2018). Research has shown that the extent to which entrepreneurs identify opportunities and bring new products and services to market is based on their prior knowledge (Bosman & Fernhaber, 2018). Prior knowledge, often from a human capital perspective, has been of immense interest in explaining aspects of opportunity identification for entrepreneurs. Consequently, specific prior knowledge is central to the entrepreneur's ability to identify an opportunity or miss an opportunity entirely (Kuratko et al., 2020). Moreover, it acknowledges that venture creation transcends rational thought processes to include emotions, impulses, and physiological responses as individuals react to a diverse, multifaceted, and imposing array of activities, events, and developments. This perspective is consistent with recent research interest in a situated view of entrepreneurial action (Pidduck et al., 2023).

McMullen and Shepherd (2006) proposed a conceptual model of entrepreneurial action in which entrepreneurial action is driven by knowledge (what a person knows) and motivation (an individual's strategy) which together led to a third-person opportunity (an opportunity for someone). The feasibility and desirability of the third-person opportunity are in turn assessed by an individual before being claimed as a first-person opportunity which spurs action (McKelvie et al., 2020). Thus, entrepreneurial action is an outcome of a cognitive and motivational process. Sarasvathy (2001) also combined entrepreneurial cognition with action in developing a theory of effectuation, in which entrepreneurs take a set of means as given and focus on selecting between possible effects that can be created with that set of means. She combined cognitive aspects of entrepreneurship, such as attending available means in constructing opportunities and making decisions concerning what one is willing to lose, with more action-oriented aspects of entrepreneurship, such as leveraging relationships (the strategic partnerships principle) and exploiting contingencies (Sarasvathy, 2008). When conceptualized as a process, the cognitive aspects of effectuation are assumed to spur the actions of partnering and leveraging contingencies. Despite being combined with action-related aspects, effectuation, at its core, is a cognitive theory reflected in it commonly being referred to as "effectual reasoning" or the "logic of effectuation" (Sarasvathy, 2001).

2.1.1 The halal entrepreneurial mindset in Indonesia

Halal Small and Medium Enterprises (SMEs) in Indonesia have faced challenges and fluctuations in their progress, particularly with the onset of the COVID-19 pandemic (Pratama et al., 2021). There is a need for additional research to formulate strategies that contribute to the success of halal SMEs, aiding in their ongoing development and recovery from the crisis (Farida et al., 2022). Recognizing the significant role of halal SMEs in

contributing to the overall economic development of Indonesia, it becomes crucial for various stakeholders to prioritize and support their growth (Ziyae & Sadeghi, 2021). Strategic entrepreneurship is identified as particularly advantageous for small enterprises, leading to numerous empirical studies focusing on these unique and numerous businesses. Overcoming various challenges is imperative for the thriving and expansion of small firms in any circumstance (Simi´c et al., 2020). Consequently, effectively managing the long-term development of halal small firms in Indonesia in a rapidly changing environment remains a pertinent challenge through a halal entrepreneurial mindset.

Many studies regarding entrepreneurial mindset have been discussed among strategic and educational aspects in Indonesia (Saptono et al., 2020; Farida et al., 2022; Pratama et al., 2021; Mukhtar et al., 2021). The importance of mindsets in entrepreneurial education and practical entrepreneurship has been argued from many theoretical viewpoints (Mukhtar et al., 2021). Farida et al. (2022) found that the influence of an entrepreneurship mindset can make a valuable contribution to entrepreneurship's value, providing benefits and added value for SMEs' entrepreneurs in Indonesia. The finding of Mukhtar et al. (2021) confirmed that entrepreneurial education can determine students' mindset related to entrepreneurship in Indonesia. The result of this work reinforces the preliminary findings of Saptono et al. (2020), and Wardana et al. (2020), which demonstrated this relation relationship. An underlying reason for this result is that the pedagogical approach in education has a positive impact on students' cognitive ability to register in the proposed activities in class and has created a favorable atmosphere for learning, with students playing an active role in gaining experience from their activities (Wardana et al., 2020).

According to Cui (2020), the entrepreneurial mindset can be determined and learned through individual initial knowledge and interactions with the current environment. The entrepreneurial mindset is linked with the individual's thinking ability, looking for opportunities instead of obstacles, and offering ideas to overcome solutions rather than complaints (Naumann, 2017; Davis et al., 2016). Moreover, Suzianti et al. (2023) investigated millennial entrepreneurs of SMEs playing an essential role in the development of a business in Indonesia. It is because generation millennials have grown up socializing and making purchases, both directly (offline) and indirectly (online). At a young age, the entrepreneurial mindset of this generation can already know market preferences at their age. Entrepreneurial mindset millennials enable them to know what is good what they like and what is trending or will be trending (Said, 2021).

Similarly, the reasonable explanation of this is that performing a cognitive evaluation on a halal entrepreneurial mindset still exists for Indonesian millennial entrepreneurs despite there being an automatic way like a habit. This explanation is built up according to Wardana et al. (2020) who found that younger entrepreneurs put more importance on information seeking to reduce risks before deciding on their business activities. Indonesian millennials have a broad mindset that they can create change, be pioneers, and not only follow existing trends but also create new and innovative things (Ambarwati, 2020). Indonesian millennials as a "change agent" for adopting new technological tools, which confirms the close relationship between generation millennials and technology (Suzianti et al., 2023). Notably, this generation shows the highest adoption rate of new technology compared to previous generations in Indonesia. The new insight into the entrepreneurial mindset lies in its responsive approach to feedback, clarity in research focus, the addition of a new subtopic on the halal entrepreneurial mindset, emphasis on strategic entrepreneurship, and relevance to

economic development in Indonesia. These aspects contribute to a comprehensive and timely exploration of entrepreneurship within the context of halal SMEs among millennials.

2.5.3 The measurement of the halal entrepreneurial mindset

Mindsets are essentially seen as automated responses to stimuli, shaped by experiences through repeated exposure to tasks (Naumann, 2017). The mind becomes configured to react in specific ways to particular aspects of stimulation, with stimulus presentation triggering the automatic processes associated with the established mindset (Wyer, 2018). The object of a mindset is, therefore, a type of pattern recognition, reminiscent of the concept of "stimulus" in behavioristic terminology (Skinner, 1978). However, there are notable distinctions between mindset and behavioristic tradition. Firstly, habitual stimuli–response actions are often unresponsive to the consequences of behavior. In contrast, goal-directed actions tend to be more outcome-sensitive, leading individuals to adjust their strategy if the current course of action fails to achieve the intended goal (Miller et al., 2019). Conversely, frequently employed goal-directed strategies can evolve into habitual actions through a stimulus-response mechanism, becoming less sensitive to the outcomes of the chosen strategy.

Secondly, the term mindset not only characterizes response to a specific stimulus but also demonstrates sensitivity to environmental patterns, requiring significant cognitive effort to impose perceptions on stimuli. In this regard, mindsets share similarities with the concept of tacit knowledge (Wyer, 2018). Mathisen and Arnulf (2013) identify the various phases with two distinctly different measures of mindsets called "elaborating" (deliberating and planning) and "implementing" (acting and evaluating) mindsets. The point is that like all mindsets, these may become automated and happen without awareness, but they will be

concerned with distinctly different phases of the entrepreneurial process. Pessoa (2022) developed to measure subjects' intensity of elaborating and implemental mindsets. Elaborating mindsets turn into a conceptual domain of elaborating mindsets for developing questions regarding people's consideration of the desirability and feasibility of becoming engaged in entrepreneurial activities (Mathisen & Arnulf, 2013). For developing a scale to capture implemental entrepreneurial mindsets, Ciu et al. (2019) draw on the conceptual domain of implemental mindsets on how frequently they had experienced thoughts about implementing their goal of starting their own business.

2.5.4 Linking halal entrepreneurial mindsets to halal entrepreneurial performance

Entrepreneurial mindset is defined as a specific state of mind that orientates human conduct toward entrepreneurial activities and outcomes and correlation analysis proved that in a holistic approach, an entrepreneurial mindset has a significant relationship with the performance of SMEs (Jemal et al., 2020). There is a positive significant relationship between entrepreneurship mindset with some measures of business success which implies as innovativeness, prompt action, creativity, pro-activeness and risk-taking of component level improves, the performance of SMEs also increases (Wanguinjeru, 2012; Kraus et al., 2012; Abdul, 2014; Adokiye & Onuoha, 2017; Asenge et al., 2018; Mulindabigwi & Kayitana, 2018; Ummah, 2019; Ajor & Joy, 2020) similarly innovation had a positive and significant effect on the performance of SMEs (Aftan & Hanapi, 2018; Kimathi et al., 2019). This implies an entrepreneur mindset more oriented toward innovativeness, risk taking propensity, pro-activeness and alertness enhances performance. In contrast, initiative (proactiveness) had an insignificant contribution on business growth of SMEs (Adokiye & Onuoha, 2017; Ummah, 2019). This implies that plan and initiation to start your own business and confidence contribution in improving competence ultimately on the growth of

SMEs is relatively low. Inconsistent findings noticed from prior research but somewhat disagree with the finding of Mulindabigwi and Kayitana (2018) revealed that the combined mindset variable was positive and significant suggesting that having a growth mindset increases the firm's performance. Moreover, Aftan and Hanapi (2018) confirmed that there is no significant relationship exist between entrepreneurial mindset and small business performance.

2.6 The Concept of Halal Certification

With the Moslem (Muslim) population surpassing 3 billion, the halal industry becomes one of the world's fastest-growing industries (Nurrachmi, 2018). Azam and Abdullah (2020) asserted that the halal sector encompasses personal care and pharmaceutical products, shipping, packaging, and of course financing. In 2018, the key sectors of the Islamic economy generated a total consumer spending opportunity of $2.2 trillion, which is expected to increase to $3.2 trillion by 2024. (Dinar Standard, 2019). In addition, Latif et al. (2014) highlighted the continuously developing Muslim world, which offers a thriving market of 2 billion customers in 112 nations. As a result, tapping into this globally developing market represents a fertile field for foreign enterprises to exercise new competitive strategies and prepare for broader integration into the halal industry.

Unquestionably, the Covid-19 pandemic has produced extensive, to varying degrees, impacts across all global industries. However, the future of the halal food industry is hopeful and promising. According to Amalia et al. (2020), non-Muslims are becoming interested in halal food since it embodies principles such as animal care, sustainability, and organic food. Similarly, as alternatives to traditional financing become more sustainable, there has been an increase in Shariah-compliant trade finance as a result of the financial crisis and global

sanitary turmoil. Equally, Battour et al. (2021) viewed the exponentially rising global Muslim population as a crucial impetus for enterprises to adopt export-oriented strategies to build a name for themselves in significant halal areas. Indeed, the halal industry has become one of the world's largest and most valuable consumer industries (Ab-Talib & Wahab, 2021), driving economies and enterprises in pursuit of competitive advantage.

Ab-Talib et al. (2020) said that operating in the halal market first necessitates that the entire production process, as well as the incoming and outgoing logistic activities, adhere to the halal certifying bodies' principles. This fundamental requirement is ensured by a halal certification, which is a document issued by a recognized Islamic organization certifying that the products comply with Islamic law and are suitable for consumption by Muslims (Merunka, 2019). It also attests that the products were manufactured, stored, packaged, and transported by the principles of halal supply chains. Masrom et al. (2019) viewed halal food certification as a potent marketing tool for creating diversity and distinctiveness among competitors. In a similar vein, Ab-Talib et al. (2020) claimed that certification is fundamentally a resource that food companies use to establish a sustained competitive advantage. Moreover, using the Resource-Based View (RBV) model, halal food certification may be viewed as a resource for businesses to develop new chances to enter the halal market and earn consumer confidence. According to Ab Talib et al. (2021), the potential benefits of acquiring new clients within the halal market are enticing to non-Muslim business owners as well, and reputational and image enhancement are significant motivating considerations, particularly for larger international corporations.

The halal market has seen a developing number of products outside of the food area, excessively conveying Islamic orders (Baran, 2020). Generally seen as being non-

argumentative products, clarification for this peculiarity can be seen in two ways. Hopefully, they fill in as encouraging feedback of the interest for such wares and their monetary market potential. Be that as it may, a polemical case can be contended for expanded worries driving such development inside the Muslim people group. Muslims might feel that insufficient of their requirements are being catered for; maybe there remains a question of bigger associations; or sensations of an absence of command over the Islamic norm (Shakil & Majeed, 2018). This implies that while not considered huge inside broad assembling rehearsals, they are still areas of worry for Muslims. In any case, their presence frames part of both hostile and cautious strategies no matter what any optimism or pessimism. In a journey for Islamic immaculateness, the cleaning of both riches and activities lead to levels of otherworldliness. These opinions give excellent goals and extraordinary potential, for advertisers and brands by which customers see themselves as being unified with the product or management being referred to, by on the whole and if conceivable, cooperatively, accomplishing halal certifications.

According to a study, halal certification is crucial as a corporate strategy and it is considered a significant aspect in the firm's success (Ramirez & Merunka, 2019). Halal certification is defined by Chowdhury (2019) as the willingness of ordinary consumers to rely on the brand's capacity to perform its stated role. Consumers will develop trust in a halal certification if businesses instill concepts of safety, honesty, and dependability in their products. It is possible to understand that consumers' direct interactions with brands generate and cultivate their trust in them. Trust in a brand may foster an emotionally-charged relationship between consumers and brands. In psychology, there are three explanations on the role of trust as an antecedent of emotional attachment (Battour et al., 2021).

First, trust produces a positive emotional attachment because a trustworthy individual is viewed as indicating caring, concern, and connection. (Ab-Alib & Wahab, 2021), which demonstrates that confidence in a partner is fundamental to the subjective development of an emotionally-based interpersonal relationship. Second, the growth of attachment is contingent on the fulfillment of one's needs which is dependent on the existence of halal certification. Attachment is predicated on the expectation that significant others will be accessible and responsive in times of need (Battour et al., 2021). For example, halal certification in an organization fosters connection through the meeting of employees' needs and interests and the anticipation of positive job outcomes (Ab-Talib & Wahab, 2021). Third, attachment to a spouse is contingent upon how the relationship is utilized as a source of security and comfort. In the context of consumer–brand relationships, brand attachment is predicated primarily on brand trust since it provides customers with a sense of security (Ramirez & Merunka, 2019).

2.6.1 Linking halal certification to halal entrepreneurial performance

The review indicated that systematic empirical evidence integrating the drivers, halal food standard implementation, and performance is lacking (Giyanti et al., 2020). Zailani et al. (2019) propose the hypothesis to examine how the depth of halal certification affects SMEs' performance. Numerous studies have demonstrated that halal standard implementation positively and significantly influences the performance of an organization (Ab-Talib et al., 2017; Tumiwa et al., 2023; Pratikto et al., 2023). Many scholars also concurred that halal halal certification can influence non-financial performance (Pratikto et al., 2023; Salindal, 2019) and financial performance (Zailani et al., 2019). Especially for Indonesian halal food manufacturing SMEs are still having many difficulties to expand their market through halal brands (Giyanti et al., 2020). However, despite this, Indonesia still

faces several challenges and problems in implementing halal certification (Jubaedah et al., 2023). According to Mubarok and Imam (2020), one of the problems in implementing halal certification is the lack of knowledge about how to manage the certification process, which can make it difficult for businesses to obtain certification.

Halal certification for food company can additionally expand the issues related to wellbeing, climate, cleanliness, quality and moral treatment of creatures to build the attention to the halal idea with the expectation to produce a degree of comprehension and trust by both Muslim and non-Muslim buyers (Ali et al., 2017). Moreover, earlier scientists have likewise observed the immediate impact of halal certification on performance (Chae et al., 2020; Datta et al., 2017). Besides, Chae et al. (2020) observed that there was a critical connection between brand trust and performance. According to Ab-Talib and Wahab (2021), the prospects for halal-certified products and services are enormous; hence, obtaining halal certification is vital to affect a company's performance.

2.6.2 The measurement of halal certification

Santoso et al. (2021) analyzed problems and solutions for food and beverage SMEs related to the halal certification on performance. The results showed that the halal certification has a very strong correlation with business performance. Halal certification offers many benefits to both businesses and consumers. Halal certification provides consumers with an added layer of protection, ensuring that the food they buy is safe and free from contaminants (Faridah, 2019). Halal certification bodies have strict requirements for food production, handling, and labeling, which can result in more sales and better return on business performance (Maliha & Devi, 2023). In addition, halal certification promotes transparency in the production process, allowing consumers to make informed decisions

about the products they consume.

Furthermore, with more and more businesses in Indonesia obtaining halal certification, it is increasingly important for SMEs to obtain certification to remain competitive and demonstrate their commitment to producing safe and high-quality halal-certified products (Ratnasari et al., 2018). The instruments used to measure each of the halal certifications were adopted from previously established research (Arsil et al., 2018) concerned with quality food and trust, which were then modified to fit the context of this study. Based on the study of Arsil et al. (2018) showed that quality food is perceived to lead to the consequences of an active life to achieve the value of a better future for Indonesians. Additionally, according to Septiani and Ridlwan (2020) and Widyanto and Sitohang (2022), the positive impact of quality food and trust on the performance of SMEs is elucidated, particularly within the context of the Indonesian millennial demographic.

2.7 Effectual Logic

In recent years, researchers have directed their attention toward examining the actions and thought processes of skilled entrepreneurs to gain a deeper insight into entrepreneurship as an economic phenomenon (Koller et al., 2022). The exploration of the cognitive abilities of active entrepreneurs has been progressing positively, paralleling the investigation into the strategies employed by experienced entrepreneurs (Shirokova et al., 2020). The entrepreneurs engage in experimentation, and the exploration of opportunities that emerge unpredictably from these interactions. Moreover, entrepreneurships are characterized by uncertain, ambiguous, turbulent and weak institutional frameworks (Miller et al., 2021), contributing to the creation of additional constraints for entrepreneurial activity. As such, entrepreneurships have distinctive settings to study both new and well-developed concepts in entrepreneurship theory.

Effectuation theory suggests two behavioral logics for entrepreneurial actions: causation and effectuation (Sarasvathy, 2001). Causation is a structured approach to decision-making that relies on well-prepared plans, predefined goals, and required resources. Firms using causal behavioral logic engage in rigorous forward-looking analysis and planning to select the best means of achieving the predetermined strategic goals (Miller et al., 2021; Nixon & Valliere, 2021). Effectuations, on the other hand, engage in the entrepreneurial decision-making process to achieve the best possible strategic results from leveraging the available resources and controlling environmental uncertainty (Koller et al., 2022; Sarasvathy, 2001) through creating new markets, products, and opportunities. Relying on the principles of available means, affordable loss, partnerships, leveraging contingencies and co-creation (Navarro et al., 2023), effectuating firms create large amounts of variation in new artifacts (McKelvie et al., 2020) by learning about their environment and selecting the best business approaches while implementing them.

Under these conditions, effectual logic in entrepreneurship theory is vague as there are no clear goals in terms of accessing and acquiring certain resources from relationships (Ranabahu & Barrett, 2020; Zhang et al., 2022). Overall, even though the literature suggests that causation and effectuation are constantly intertwined in entrepreneurial activities (Sarasvathy, 2001; Kogut et al., 2023), we still know little about how entrepreneurs can simultaneously adopt these essentially different behaviors. From a broader perspective, the causation versus effectuation choice may be referred to as an exemplar of the long-standing "planning versus learning debate" in the management literature (Navarro et al., 2023); both approaches have been stated as efficient ways to act in different contexts. However, effectuation theory still lacks an exact specification of what that context entails (Koller et al., 2022). In other words, the boundaries of generalizability of the relationship between the

effectuation-causation choice and firm performance are still far from clear (Koller et al., 2022); this knowledge is particularly poor in the context of emerging markets and small and medium enterprises (SMEs) operating in them (Zhang et al., 2022).

Even though most prior studies report a positive link between both effectual logic and performance of new firms and small companies (Feng et al., 2021; Deligianni, 2022; Long et al., 2021; Osuigwe & Eresia-Eke, 2022), there is still mixed evidence regarding the stability of this relationship in different contexts. For instance, a number of recent studies conducted in emerging markets contexts demonstrated non-significant results for the link between both logics and firm performance (Eijdenberg et al., 2017; Laskovaia et al., 2019; Zhang et al., 2023), suggesting the existence of contextual moderators that shape the focal relationships. Consequently, it becomes important to figure out the emerging markets' significant contingencies affecting the relationships between effectuation, causation, and halal SMEs performance. A particularly informative approach for achieving this goal is the investigation of an emerging market during adverse economic conditions, which makes the known pre-conditions of effectuation (e.g., environmental turbulence, unpredictability and resource scarcity) substantively amplified.

2.7.1 Linking effectual logic and halal SMEs Performance

According to Sarasvathy (2021), neither causation nor effectuation is superior in predicting firm performance. Although few empirical studies have been conducted on the relationship between effectuation and company performance, McKelvie et al. (2020) have investigated the effects of causation and effectuation on company performance. Furthermore, some studies have suggested further research on the relationship between causation, effectuation, and potential company performance (McKelvie et al., 2020).

Sarasvathy (2021) also suggests five sub- constructs for causation and effectuation, including starting with a given goal or set of means, focusing on expected returns or acceptable losses, emphasizing competitive analysis or strategic partnerships and pre-commitments, tapping into prior knowledge or using environmental contingencies, and trying to predict a risky future or attempting to control an uncertain future. Additionally, some researchers argue that adequate logic involves envisioning the end goal from the beginning, maximizing expected returns, business planning, competitive analysis to predict an uncertain future, and leveraging prior knowledge as an opportunity to gain performance. Previous studies have used this aspect to examine efficacious logic (Laskovaia et al., 2019). Strong logic is a set of means (resources) that directs those means to achieve a wide range of potential goals, any of which could turn out to be a success.

However, within specific countries, the findings are often more ambiguous or mixed. For instance, Eijdenberg et al. (2017) report that the direct effects of both causation and effectuation on performance outcomes were non-significant in Burundi. Shirokova et al. (2020) demonstrate that, in Russian firms affected by adverse conditions, causation brings marginal performance improvements and more variable performance, whereas effectuation leads to performance improvements coupled with less variability. Eyana et al. (2018) failed to find support for the hypotheses that effectuation is superior to causation in affecting firm performance in Ethiopia. Thus, there is growing evidence that the relationships between both behavioral logics and performance outcomes may be contingent on the national context in which a firm operates (Shirokova et al., 2020). Formal institutions serve as highly relevant proxies to assess the impact of the operating environment of a country on established and new firms (Deligianni, 2022).

This research reinforces earlier findings (Alam & Dornberger, 2019) indicating that entrepreneurship involves a cognitive process where entrepreneurs make decisions to achieve organizational objectives. Throughout this process, entrepreneurs engage with diverse stakeholders and integrate their feedback into the business. Notably, there is a current deficiency in examining the operational aspects of effectuation from a subjective standpoint in the context of exploring halal entrepreneurship. This includes envisioning the end goal, maximizing expected returns, strategic planning, competitive analysis, leveraging prior knowledge, and adapting to unpredictable circumstances. By examining these aspects, this study seeks to provide a comprehensive understanding of how causation and effectuation can be utilized to enhance halal innovation performance. Therefore, this study aims to explore the relationship between causation and effectuation in quantifying effective reasoning for halal entrepreneurial performance.

2.7.2 Behavioral logic of SMEs in the Millennial generation context

In the effectuation context, millennial entrepreneurs start with the available means and try to imagine the possible actions (Zhang et al., 2020). In effectuation logic, millennial entrepreneurs of halal SMEs start with their means, which can be grouped in three categories: who I am (personality), what I know (expertise), and who I know (social network). Based on the combinations between these means, this study argues that millennial entrepreneurs imagine possibilities and act. Then, the millennial entrepreneurs imagine possibilities that originate from their means. In addition, effective entrepreneurs set what they can afford to lose at each step. Therefore, the entrepreneur tries to introduce a partnership with self-selecting stakeholders. The partnership is essential for millennial entrepreneurs to interpret news and surprises as potential signs to create opportunities and markets (Szambelan et al., 2019). The millennial entrepreneur controls this environment to cope with uncertainty

influences.

Watson and McGowan (2020) defined effectuation as the movement from a logic of prediction (try to predict the market) to control logic (invent it). The control logic also means that in the entrepreneurial process, it is the action that is preferred for analysis. The action is the source of learning but also a way for environmental change. Entrepreneurship literature has increasingly focused on effectuation as a logic of entrepreneurial decision-making (Kogut et al., 2023; Ranabahu & Barrett, 2020). The effectuation effect of millennial entrepreneurs of halal SMEs creates new opportunities by controlling existing means instead of predicting the environment and planning to actualize the predictions (Nixon & Valliere, 2021). By using this logic, millennial entrepreneurs of halal SMEs transform existing means, including their experiences, knowledge, and personal network ties, into new valuable resources that can be leveraged to create new opportunities to enter new markets (Long et al., 2021).

How millennial entrepreneurs make entrepreneurial decisions to improve entrepreneurial performance is, therefore, an increasingly important concern in both theoretical and practical circles (Ghorbel et al., 2021). Early research on entrepreneurial decision-making logic mainly discusses the differences and dimensions of effectuation and causation (Sarasvathy, 2001; Ghorbel et al., 2021). With further in-depth study of entrepreneurial decision-making logic, scholars have shifted their focus to its impact on entrepreneurial performance. Rizvi and Querishi (2018) argue that new ventures following effectuation can achieve better performance than those following causation under conditions of high uncertainty. RBV suggests that both effectuation and causation can promote new venture performance (Karami et al., 2023). Vanderstraeten et al. (2020) believe that the RBV

implicitly explains that causation and effectuation can coexist and combining them can promote the development of new ventures. Smolka et al. (2018) indicate that not only does the separate use of causation and effectuation have a positive impact on new venture performance, but their coordinated use can also contribute. Both effectuation and causation positively affect entrepreneurial performance in the context of moderate industry growth (Karami et al., 2023). Finally, Vanderstraeten et al. (2020) proved that combining causation and effectuation positively relates to innovativeness, especially in stable environments under RBV approach.

Research on entrepreneurial decision-making logic, which is composed of causation and effectuation, has flourished. Sarasvathy (2001) has provided a detailed comparison and elaboration of causation and effectuation. However, there are few operational studies on the two logics among millennial entrepreneurs of halal SMEs. Zhang et al. (2020) find that causation is a unidimensional concept, and its measurement items have good internal consistency as well as the research on the measurement dimensions of causation and effectuation has not yielded clear conclusions.

2.8 Entrepreneurial Competency

Resources that SMEs possess and control play an essential role in generating and managing competitive advantage and superior performance as explained in the resource-based view (Barney et al., 2011). That is why previous literature used the resource-based view (RBV) to evaluate the resources, competencies, capabilities and SMEs performance (Barney, 1991; Ibidunni et al., 2021). The core idea of the resource-based view of a firm is the availability and utilization of SMEs resources and its competencies that enable it to transform the firm to excellence with the bundles of resources that have value, that are rare,

that are perfectly inimitable and non-substitutable (VRIN). Thus, RBV places emphasis on the internal resources of the firms and the effect of the internal resources on the firm performance (Barney, 1991; Wernerfelt, 1984). These resources give the firms the leverage to generate and maintain competitive advantage, and high performance resulting from unique resources and competencies possessed by the SMEs (Yani et al., 2020).

Entrepreneurial competencies have been identified as a specific group of competencies relevant to the exercise of successful entrepreneurship (Garcia, 2021). The entrepreneurial competencies are defined as underlying characteristics such as generic and specific knowledge, motive, traits, self-images, social roles and skills which result in venture birth, survival and or growth (Aidara et al., 2021); entrepreneurial competencies are considered a higher-level characteristic encompassing personality traits, skills and knowledge and therefore can be seen as the total ability of the entrepreneur to perform a job role successfully (Man et al., 2002; Bird, 2019). Entrepreneurial competencies are obviously carried by the entrepreneurs who begin or transform organizations and who add value through their organizing of resources and opportunities. Moreover, entrepreneurial competencies have been recognized as significant factors that lead to improvements in business performance and company growth and success (Rehman et al., 2023).

One of the key points in entrepreneurship is identifying the competencies required of entrepreneurs. Identifying entrepreneurial competencies also is important for halal SMEs because it enables halal SMEs to develop their quality and their business performance. Mohsin et al. (2017) proposed a list of competencies to establish a framework of, or list of key entrepreneurial skills, based on the work of researchers in this field (Baum & Locke, 2004; Man et al., 2002). Their framework categorizes the key competencies into four groups:

entrepreneurial competencies, business and management competencies, human relations competencies and conceptual and relational competencies. Other authors have proposed different typologies for the competencies required for entrepreneurship. These include skills such as problem-solving, decision-making, teamwork, risk-taking and tolerance of uncertainty, controlling emotions, creativity, results orientation, autonomy, negotiation, communication, perseverance, and initiative (Garcia et al., 2021).

Millennial entrepreneurs of SMEs are important for the sustainable development of emerging economies like Indonesia. The millennial generation of entrepreneurs of SMEs is presented with outstanding opportunities through faster adaptation to the economic pace and market evolution compared to other generations of entrepreneurs (Seraj et al., 2022). Furthermore, a study on generation millennial SMEs in Indonesia shows that entrepreneurial competencies of adaptability, perception, and expressiveness have a positive relationship to business performance (John et al., 2023). Millennial entrepreneurs' adaptability, perception, and expressiveness are different from previous generations (Fatima & Bilal, 2020). Millennial entrepreneurs possess skills and characteristics that allow them to plan, set goals, manage risks, and in the long term, sustain their business (John et al., 2023).

Ibidunni et al. (2021) argued that at the individual level, millennial entrepreneurs play a vital role in providing strategy, improving individual sources of income, improving opportunity recognition, and forging innovation, and new ideas. They also encourage acquisition of entrepreneurial skills and knowledge to build profitable and sustainable performance as they combine to provide firms with a competitive advantage (Mokbel et al., 2024). To deal with millennial SMEs coping capabilities with these challenges, entrepreneurial competencies appear to be a viable tool to engage (Ibidunni et al., 2021).

Entrepreneurial competencies are the capabilities that entrepreneurs develop and inculcate into their firms' cultural patterns of operations in order to sustain performance and improve their competitive positions in the industry. Therefore, the resources play an essential role for millennial entrepreneurs in achieving competitive advantage and SMEs performance (Seraj et al., 2022).

Entrepreneurial competencies are vital to the achievement of competitive advantage in halal SMEs through different measures, like opportunity recognition competency and strategic competency (Plou & Lisa, 2019). Concerning opportunity recognition competency and strategic competency millennial entrepreneurs' capability to identify halal SMEs opportunities, exploit collaborative platforms across halal SMEs sectors and define a suitable pathway for the future success of the halal performance (Ibidunni et al., 2021). According to Zizile and Tendai (2018), the survival and success of SMEs have been positively affected by entrepreneurial competencies; they also serve as critical aids in the achievement of performance among SMEs. A recent study by Gumusay and Bohne (2018) affirmed that entrepreneurial competencies also help in the judicious and appropriate allocation of a firm's scarce resources which generally aims at the attainment of an organization’s goals and objectives which reflects in its overall performance. In light of this, entrepreneurial competencies as a form of internally induced halal SMEs growth mechanism is a practical interventionist pathway to enhancing halal SMEs performance (Mansor & Daud, 2020). However, there has been very little empirical evidence in the literature to support entrepreneurial competencies as opportunity recognition competency of the halal SMEs in Indonesia, in achieving performance.

Secondly, according to Zainol et al. (2018), strategic competency comprises an entrepreneur's ability to prioritize a business vision, which is consistent with the definition

of entrepreneurial competency. Strategic competency is an individual skill that relates to effective or superior performance (Ploum et al., 2019). Aidara et al. (2021) stated that strategic competency denotes the entrepreneurial skills and abilities to find, recognize, and exploit business opportunities that are available in the market and environment. Strategic competency is often considered to be a critical step in the entrepreneurial process; limited empirical research has been conducted about this process (Bohm et al., 2020). This study argues that the opportunity recognition competency and strategic competency of halal SMEs to see and envision various opportunities within the market and technological environment is crucial in improving halal entrepreneurial performance. The Sensing dimension is about seeing or envisioning market and technological opportunities, within as well as beyond the confines of an industry.

2.8.1 Linking entrepreneurial competency and halal entrepreneurial performance

Resource-based theory states that entrepreneurs and their competencies are a critical and valuable resource of entrepreneurial performance (Jemal, 2020). Khan et al. (2020) suggests that since entrepreneurial competency refers to the quality of action taken by entrepreneurs; it is directly related to entrepreneurial performance. Their results revealed that competencies of entrepreneurs were correlated with entrepreneurial performance. In a study conducted by Man et al. (2002), the six aspects of entrepreneurial competencies had either direct or indirect impacts on SME performance. However, the conclusions of prior studies have been mostly inconsistent with regards to what particular indicators of entrepreneurial competence influences the performance of SMEs (Pulka et al., 2021).

The explanation of this study examines these two factors in halal products that require unique abilities and concerns regarding how halal entrepreneurial performance can thrive in

a disruptive environment to compete with non-halal products using a strategic and opportunity recognition approach. Additionally, the capability of opportunity recognition is defined as the capacity of business visionaries to identify and select the optimal business opportunity (Asante et al., 2022). Ahmad (2007) examined the influence of entrepreneurial competencies on the business performance of small and medium-sized Indonesian firms. The results of their study showed that dimensions of entrepreneurial competencies, including opportunity recognition competency and strategic competency, yielded an improved output of firm performance. Lim et al. (2023) identified that the entrepreneurial competencies that were most important were opportunity recognition competency.

However, the other forms of entrepreneurial competencies (including both opportunity recognition competency and strategic competency) had little attention on business performance. Khan et al. (2020) observed that entrepreneurs' strategic competency and commitment competencies directly relate to entrepreneurial performance. It is evident from the foregoing discussions that the aspects of entrepreneurial competencies that influence the performance of businesses are inconsistent (Mamun et al., 2019). Additionally, it is unclear what aspects of entrepreneurial competencies will influence the performances of millennial SMEs in a developing country context.

2.9 Online Application

At present, SMEs are facing serious challenges amidst the post-pandemic aftermath. The use of the internet in sales and purchases of goods and services has registered a significant and heterogeneous diffusion among varied products, countries, and different areas of concern, especially in the field of halal entrepreneurship (Muangmee et al., 2021). The growing utilization of the internet as a medium for conducting transactions and

exchanging goods and services is driven by the rising prevalence of e-commerce websites, mobile commerce (m-commerce) applications, instant payment systems, and mobile payment systems (Bates et al., 2020). Online application is one of the systems which have significantly been influenced by e-commerce and the use of the internet to conduct online transactions.

A key premise for halal SMEs in a post-pandemic scenario lies in whether these organizations can adapt and adapt to new business models (Costa & Castro, 2021). Halal SMEs must embrace in their core new digital technologies in order to convey the needed competitive advantages to stay relevant in this paradigm shift. Nonetheless, the low financial capacity of halal SMEs and lack of digital awareness can be a critical determinant in this adoption (Fang et al., 2022). The unprecedented wave of entrepreneurs has led organizations to reap the rewards of moving their strategy to online platforms. Online application has become a growth element not only for entrepreneurs but to the global economy (Lestari et al., 2020); embracing these new digital frameworks can help halal SMEs to grow in the future by further connecting them to their consumers.

The significant popularity that food delivery applications (FDAs) have gained in both developed and emerging countries can be attributed to reasons related to their capacity to (a) facilitate convenient and swift food delivery to customers' doorsteps (Tandon et al., 2021) and (b) provide restaurants with more opportunities to increase revenue without increasing restaurants' seating capacities (Huang & Kim, 2019). Online food delivery (OFD), defined by Li et al. (2020), is a process through which food is ordered online, prepared, and delivered to the consumer. Several changes in consumer lifestyles have increased the acceptance of FDAs, such as busy work schedules (Ray et al., 2019). Furthermore, food delivery applications (FDAs) hold particular significance for specific urban entrepreneurs who find

food delivery to be a practical solution to meet the demands of a fast-paced lifestyle (Kaur et al., 2021). Millennial entrepreneurs, in particular, may be more inclined to actively use FDAs, given their extensive engagement with technological platforms such as mobile phones and apps (Simiyu, 2022). Scholars suggest that the popularity of FDAs can also be attributed to their various advantages (Ray et al., 2019). For instance, FDAs offer promotional deals, present search results based on a user's order history, and allow users to provide feedback on the services they have availed (Hwang & Kim, 2019; Ray et al., 2019).

The disruptive influence of food delivery applications (FDAs) on the market, particularly in the realm of food retailing, has captured the attention of scholars, leading to investigations into the various ways consumers engage with FDAs. For instance, research has delved into factors influencing consumers' intentions to use FDAs (Hong et al., 2021) and the impact of an entrepreneur's value system on their decision to embrace FDAs (Kaur et al., 2021). However, given the nascent nature of research in this field, there are notable gaps in current knowledge. Firstly, few studies in the existing literature have explored the factors influencing entrepreneurs' decision-making processes and intentions to use food apps (Kaur et al., 2021; Ray et al., 2019). Secondly, an examination of academic studies suggests that existing research into millennial entrepreneurs' behavior regarding FDAs has predominantly relied on theories associated with resource-based views (Jamil & Soares, 2021). While these theories shed light on resource-capability-technology orientation factors driving FDA adoption, they offer limited insights into halal entrepreneurial performance.

Millennials is a unique entrepreneurs’ group, heavily influenced by technology and the internet, and for this reason this generation has evolved differently from previous generations (Porall et al., 2020). The millennials of SMEs are attracted to a wide variety of

media, regularly using blogs and social networks (Reddy & Aradhya, 2020) and depend more on virtual viewers' opinions when making decisions (Lee & Leonas, 2021). Likewise, the millennials of SMEs in Indonesia spend much of their time in virtual spaces, where they do not only enjoy relationships in the social network but also share their knowledge and communicate and interact with each other (Widyanti & Rajiani, 2021; Clark et al., 2022).

To investigate the online application system in terms of halal entrepreneurial performance, this study focuses on Parasuraman's (2005) distinction of online application components into first, reliability: the correct technical functioning of the website and the accuracy of management guarantees (delivering what is requested, delivering when promised), second, responsiveness: quick reaction and the ability to provide assistance in case of any problem or question from a consumer, third, accessibility: the ability to quickly access the site and reach the organization when necessary, and fourth, customization, which involves framework-stage decisions such as play, transport, purchase, search, and return. Then, the site's usability consists of features that aid users in locating what they need without difficulty, offer excellent search functionality, and enable users to navigate pages quickly and efficiently. Another important element is efficacy, which demonstrates that the site is user-friendly, well-structured, and requires minimal consumer involvement.

Affirmation or trust refers to the customer's confidence in using the website, which is based on the site's reputation, the items and services it sells, and the transparency and accuracy of the information presented. Security or privacy indicates the extent to which the client trusts that the website is protected against interruptions and personal information is safeguarded. The ninth factor is value information, which indicates the extent to which customers can choose between value, absolute cost, and near cost during the shopping

process. Site feel refers to the website's look and design. Finally, customization or personalization demonstrates how much and how well the site can be tailored to specific customers' preferences, buying histories, and shopping strategies. Additionally, Keeble et al. (2020) identify three distinct segments of online consumers: those who have not made any online purchases, those who have purchased goods and services online but are not yet adopters of online shopping, and those who have made purchases online, including online shopping adopters and users of online apps.

2.10 Halal Entrepreneurial Performance in Indonesia

Indonesia SMEs present a significant effect of the economic national growth with more than 90% of the nation's labor force. Most of these SME are ordinarily tiny units and are fanned out all through the country region, which for Indonesia is quite immense. Primary rural items are rice, cassava (custard), peanuts, elastic, cocoa, espresso, palm oil, copra; poultry, meat, pork, and eggs; and ventures incorporate oil and flammable gas, materials, attire, footwear, mining, concrete, synthetic manures, compressed wood, elastic, food, and the travel industry. The nation has depended essentially on rural and mineral assets, including palm oil, elastic, espresso, copra and some fish for unfamiliar money. Furthermore, in Indonesia, small and medium enterprises have fundamentally contributed 60% (8.400 trillion rupiah) of the Indonesian Gross Domestic Product (GDP) in 2018 (Statistic Bureau of Indonesia, 2018).

As indicated by the evaluation of Ab-Talib and Wahab (2021), entrepreneurship has a significant contribution to financial development and gross domestic product (GDP) of a country. In this manner, changes in the political environment straightforwardly impact SME strategy in Indonesia and can be summed up as three ages of advancement. Masrifah et al.

(2019) tried to explain why some SMEs in Indonesia declined or stayed stale while others were effective and developing. In addition, they likewise dared to determine the variables which influence business accomplishment among SMEs in Indonesia. In light of the overview of SMEs, the investigation discovered that promoting innovation and development capacity impacted business achievement emphatically in a huge manner (Pranowo et al., 2020).

After 23 years of dynamic and progressive activity, LPPOM MUI has demonstrated its credibility as a national and worldwide halal certification agency (LPPOM MUI, 2018). LLPOM-MUI marked the beginning of a new role for the MUI (Indonesian Council of Ulama) in determining the halal-haram status of foods, pharmaceuticals, and cosmetics. By its mandate from MUI, this new institution endeavored in its early years to resolve numerous food-related issues, particularly those relating to halal status, to protect the tranquility of Muslim consumers in particular, Indonesian consumers in general, and producers (Jha et al., 2018). The Halal certification procedure and Halal Assurance System designed and implemented by LPPOM MUI have been recognized and adopted by international halal certification authorities. LPPOM MUI has established cooperative works and agreements with the National Agency for Drugs and Foods Control (BPOM), Ministry of Religious Affairs, Bogor University of Agriculture (IPB), Ministry of Agriculture, and Ministry of Cooperative and Small-Scale Industry in the process and implementation of halal certification. Especially with the National Agency for Drugs and Foods Control (BPOM), halal certification of MUI is required for halal labeling on product packaging. Through international Islamic institutions such as the World Halal Food Council (WHFC), Organization of Islamic Conference, and Rabithah Alam Islamy, LPPOM MUI reinforces its position as the global leader in halal certification and assurance system in the future

(LPPOM MUI, 2023).

Globally, there are around 122 halal certifying bodies engaged in halal certification, including 42 bodies recognized by JAKIM and 44 bodies recognized by Lembaga Pengkajian Pangan, Obat-Obatan dan Kosmetik-Majelis Ulama Indonesia (hereafter termed as LPPOM- MUI) (List of Halal Certification Bodies, 2019). The halal certification acts as a marketing tool for the halal food market. For considering the mandates, only four ASEAN nations, which are Malaysia, Singapore, Indonesia, and Brunei, have adopted halal certification-related legislation. Hence, this study is limited to these four ASEAN countries. Halal Certification Agency (BPJPH) is an institution authorized to conduct halal certification in Indonesia (Akim et al., 2019). This public institution was established based on Law Number 33 of 2014 concerning Halal Product Assurance (UU JPH). Based on this Law, BPJPH has the authority to carry out a halal certification that was previously held by LPPOM MUI, a private institution. BPJPH was established by the government and under the Ministry of Religious Affairs (KEMENAG). It has the following authorities:

a. Formulating and establishing Halal Product Assurance policies;
b. Establishing norms, standards, procedures, and criteria for Halal Product Assurance;
c. Issuing and revoking Halal Certificates and Halal Labels on Products;
d. Registering Halal Certificates for foreign Products;
e. Conducting socialization, education, and publication of Halal Products;
f. Accrediting the Halal Audit Agency;
g. Registering Halal Auditors;
h. Supervising Halal Product Assurance;

i. Guiding Halal Auditors and

j. Establishing cooperation with domestic and foreign institutions in the field of Halal Product Assurance.

BPJPH, the authorized institution in certifying halal products, is assisted by the Halal Inspection Agency (LPH) and the Indonesian Council of Ulama (MUI). LPH has responsibilities to assist BPJPH in conducting an inspection and/or testing product. Inspection/product testing is conducted by halal auditors assigned and dismissed by LPH and they are required to have auditor certificates issued by MUI in collaboration with BPJPH. The state of global halal product commerce presents opportunities for manufacturers and SME exporters in Indonesia, as well as problems for SME regulators and the government (Shrin, 2019). The halal food industry in Indonesia faces hurdles from bureaucracy and regulation. The Indonesian Food and Beverage Entrepreneurs Association (GAPMMI) is dissatisfied with the continual modification of food rules. On the other hand, GAPMMI believes that halal certification labeling in Indonesia is excellent, making it easy to promote Indonesian products, particularly in the Middle East (Sukoso et al., 2020). Exporting products to OIC nations requires halal certification, particularly for category A countries such as the UAE, Saudi Arabia, Bahrain, Yemen, and 15 others.

In order to export their food items to Islamic nations, businesses must adhere to halal manufacturing requirements. Several nations have adopted a cross-certification system, which provides an incentive to select an internationally recognized halal certification organization to certify products. In the Gulf Cooperation Council (GCC) guide for the control of imported goods, the required documents for products entering GCC member states include a health certificate (issued by the appropriate and competent authority), a list of

ingredients, a halal certificate, supporting documentation for label claims, and temperature records, where necessary.

2.10.1 Education and Training for Business Venture

To get accomplishment inside entrepreneurial activities, individuals require powerful instructions and preparation for managing various procedures and parts of a business. Instruction is essential, not to mention innovative education and preparation viewed as a spine for business people (Alshebami et al., 2020). As Farooq et al. (2018) assert, the training expected for the business helps with better business practices and creates opportunities for improved performance and increased profits. Hoppe et al. (2017) have added that innovative exercises require abilities and capacities inside the enterprise that can uphold them in accomplishing their objective Furthermore, Farooq et al. (2018) showed that entrepreneurial training enhances individuals' skills, knowledge, and confidence, enabling them to better manage resources and maximize the results of their endeavors. Through preparation/training, entrepreneurs' abilities can be enhanced and improved to better understand business uniqueness and gain competitiveness. Furthermore, this study argues that in unpredictable business environments, many Halal SMEs need to innovate, develop, and identify opportunities to gain profits. Therefore, this study suggests that one key to achieving a global mindset in a disruptive and competitive market is through specialized training for new SMEs.

2.10.2 Halal Business in Indonesia

The Pew Research Center’s report (2017) shows that the world's Muslim population reached 1.6 billion people in 2010. According to Mahidin et al. (2017), the global Muslim population is expected to increase to 2.67 billion by 2050, which represents an average of

29.7% of the world's total population. This information shows that the requirements of Muslims in different fields and viewpoints will keep on expanding. One of the world's interests is about halal products Halal product campaigns are being conducted worldwide, including Indonesia. LPPOM MUI is an accreditation institution that spreads information to the public about halal-certified products and conducts halal campaigns. This was demonstrated in the implementation of the Indonesia Halal Expo (INDHEX) by LPPOM MUI, which was held continuously from 2011 to 2013 (Setini et al., 2020).

Therefore, there is a significant need for a comprehensive understanding of halal products, particularly among researchers working in education, to address this issue within the Muslim community. As an institution that produces Muslim scholars, Islamic Religious Colleges should be responsive to this issue. It is crucial to have a deep understanding of halal, both from the perspective of Islam and science, and its regulations. The demand for halal products in the Indonesian Muslim community is still increasing, and the need for product safety and halal certification is becoming more important for individuals' physical and spiritual well-being. Safety and halal standards have been widely outlined, both regionally and internationally, and have become global requirements (Sukesi & Hidayat, 2019). The demand for halal products continues to increase, not only in Muslim-majority countries but also globally.

2.10.3 The Millennial Generation's Views

Theories on the sequence of generations and their characteristics have been approached differently by scholars (Kusumaningrum, 2018). The first perspective is proposed by Strauss and Howe (1991), who divided generations into four categories: The Silent Generation born between 1925-1943; Baby Boomers born between 1943-1960; Generation X born between 1961-1981; and Millennials born between 1982-2000. The

second perspective by Zemke et al. (2013) also divided generations into four categories: Veterans born between 1922-1943; Baby Boomers born between 1943-1960; Xers born between 1960-1980; and Nexters born between 1980-1999. The third perspective by Lancaster and Stillman (2002) divided generations into four categories: Traditionalists born between 1900-1945; Baby Boomers born between 1946-1964; Generation X born between 1965-1980; and Generation Y born between 1981-1999. The fourth perspective by Oblinger (2003) divided generations into five categories: Mature age born before 1946; Baby Boomers born between 1947-1964; Generation X born between 1965-1980; Generation Y born between 1981-1995; and post-Millennials born between 1995 to present. The last perspective by Tapscott (2015) divided generations into three categories: Baby Boomers born between 1946-1964; Generation X born between 1965-1975; and the Net Generation born between 1976-2000. Sukesi and Hidayat's (2019) research highlight the influence of social media on the halal entrepreneurial performance of millennials. The study suggests that social media has an impact on halal entrepreneurial performance due to the active and highly dependent nature of the millennial age on social media. This finding further supports the theory that the millennial age cannot escape social media and the internet. Additionally, from a halal perspective, Handriana et al. (2020) note that having an online media account is mandatory for the millennial age, and they generally obtain all kinds of information, including that related to halal products, through social media.

Based on the studies mentioned, it can be concluded that online media plays a significant role in increasing the awareness and perception of halal products among the millennial age. The millennial age, which is highly active and reliant on online media, is more likely to obtain information about halal products through online media platforms. As a result, their purchasing behavior and intention towards halal products are influenced by

online media. However, it is important to consider their degree of legalism and moral values in understanding their attitudes towards halal products.

2.11 Hypothesis Development

Scientists formulate a research hypothesis when they predict the outcome of an investigation or experiment. As the cornerstone of any inquiry, this statement should be the central point of the design of every empirical study. The hypothesis is generated by various methods but is typically the result of a process of inductive reasoning in which observations lead to the formation of a hypothesis (Mourougan & Sethuraman, 2017). A research hypothesis can take many forms, but a good definition should include phrases that state the research topic, summarize the questions asked in the investigation, and present the conclusions reached. A research hypothesis is clear, concise, and addresses the central premise of the issue. This premise then employs a wide range of reasoning procedures to arrive at a testable, falsifiable, and plausible hypothesis.

2.11.1 Halal Entrepreneurial Mindset, Entrepreneurial Competency, Effectual Logic and Halal Entrepreneurial Performance.

Entrepreneur of SME is someone who start-up their own business with their sources of funding with revenues as their focus. To be a successful entrepreneur, they need entrepreneurial competencies such as skills, creativities, innovative capability and their ability to recognize and exploit opportunities (Jneid, 2019). Entrepreneurs of SME thought on entrepreneurship are quite overwhelming and some of them are even starting a small business and had those entrepreneurial competencies at such a young age (Nazmi et al., 2020). Additionally, He et al. (2020) mentioned more specifically that entrepreneurial mindset possessed by someone in entrepreneurship does influence their entrepreneurial competency. It is the matter of strength in form each mindset had by the individuals that

affected the different level of entrepreneurial competencies of an individual.

Entrepreneurial mindset refers to an individual's ability to work effectively in complex business environments, to make logical decisions (Galhanone et al., 2020). Jayasuriya and Perera (2022) observed that when decision-makers experience high levels of uncertainty, for example, when entering uncertainty markets, they may use effectuation-based decision-making, in which they base their entrepreneurial mindset. Previous studies have focused on an effectuation-based decision-making process that accelerates the entrepreneurial mindset in SMEs (He et al., 2020). Furthermore, Torkkeli et al. (2018) found that effectual decision-making logic is determined by the entrepreneurial mindset to decide, thereby extending earlier results in an emerging market SME context.

According to Colombelli et al. (2022), the entrepreneurial mindset plays an important role in the performance of organizations, particularly in small and medium enterprises. Previous study emphasizes the importance of an entrepreneurial mindset, which integrates individuals within the organization with the external environment to achieve competitiveness and performance (He et al., 2020). In addition, Saptono et al. (2020) argue that the entrepreneurial mindset encompasses strategy and capability to gain business performance. The entrepreneurial mindset focuses on knowledge input, advanced mental abilities, and sense-making interventions to inform insight and influence entrepreneurial competence and the development of SMEs' performance (Curran, 2018). The perspective on entrepreneurial mindset is valuable for entrepreneurs navigating complex environments, as it helps them gain a better understanding of how to improve performance (Reiche et al., 2017). Based on these previous studies, the following hypotheses are proposed:

H1a: Halal entrepreneurial mindset has a significant impact on the entrepreneurial

competency of halal SMEs in Indonesia.

H1b: Halal entrepreneurial mindset has a significant impact on the effectual logic of halal SMEs in Indonesia.

H1c: Halal entrepreneurial mindset has a significant impact on the performance of halal SMEs in Indonesia.

2.11.2 Halal Certification, Entrepreneurial Competency, Effectual Logic and Halal Entrepreneurial Performance.

Bakar and Rosbi (2019) stated that halal certification can increase people's awareness of the importance of the halal certification as an attribute to ensure consumers regarding health and safety of food. The values of halal certification can enhance brand competency of the SMEs. Entrepreneurs who run their business in halal products and obtain halal certification will be their competency among non-halal businesses (Ismail, 2022). Halal certification in the field of SMEs aims to provide recognition opportunity and strategy of competencies and at the same time improve the quality and competitiveness of the SMEs (Ibrahim et al., 2022). Moreover, Nasution et al. (2020) said that in halal certification has become a comparative advantage for SMEs to attract Muslim buyers and non-Muslim because halal certification is not just a certificate but how to apply the halal guarantee system within the company.

Halal certification must be carefully positioned to meet customers' needs and requirements for consuming halal products, as Muslims are logical and committed to selecting halal products in line with their faith principles (Farah, 2020). Ibrahim et al. (2022) found that SMEs need to provide access to information and make the right decision to promote the halal certification so that customers can learn and be aware of their products and their values. Furthermore, Latiff et al. (2022) note that halal certification is not just a

matter of passion, but on how entrepreneurs understand cause and effect of decision making, the strengths and weaknesses of halal certification.

Halal certification is interpreted as a document that is issued by an Islamic institution that explains whether the products listed in it comply with Islamic standards (Azizah, 2022). Naeem (2019) notes that halal certification reflects the SME owner's strategy towards the SME performance. The entrepreneurs of SMEs should maintain consistency in delivering their halal certification as a guarantee of safety and healthy food. Thus, halal certification is crucial to building business performance now and future profit (Abdallah, 2021). Considering Zainudin et al. (2019) statement that halal certification reflects credibility regarding the halal performance of SMEs. Tumiwa et al. (2023), halal certification has a positive and significant effect on the performance of SMEs. Halal Certification and Traceability have a positive and significant effect on SMEs' Performance this study proposes the following hypotheses:

H2a: Halal certification has a significant impact on the entrepreneurial competency of halal SMEs in Indonesia.

H2b: Halal certification greatly influences the effectual logic of halal SMEs in Indonesia.

H2c: Halal certification significantly affects the performance of halal SMEs in Indonesia.

2.11.3 Entrepreneurial Competency and Halal Entrepreneurial Performance.

Entrepreneurial competencies are the set of related skills, attitudes, and knowledge that help for high achievement and enhance profits which are the main performance elements of SMEs (Zainol et al., 2018). Moreover, Pranowo et al. (2020) expressed that entrepreneurial competencies are considered as an important factor for performance excellence, and attaining sustainable growth in the competitive environment and suggested

that it is important to possess high competency for making business and strategic decisions. On the other hand, entrepreneurial competency connects to dissimilar conceptual skills that are exposed to the behaviors of the entrepreneurs. The study by Mustapha et al. (2020) stated that the most fundamental entrepreneurial competency that can affect the SME is opportunity recognition competency. Opportunity competencies are related to the ability of an individual in recognizing the market opportunities and the skill to acknowledge and generate superior performance (Lim et al., 2023). Overall, entrepreneurial competency can be found when the entrepreneurs can understand the environment of the market or operation of the enterprise from several perspectives and discover a different technique to solve and tackle any problem to improve SME performance (Solihin & Syaroni, 2020). Based on the literature above, this study proposes the following hypothesis:

H3: Entrepreneurial competency has a significant impact on the performance of halal SMEs in Indonesia.

2.11.4 Effectual Logic and Halal Entrepreneurial Performance.

Research into effectuation and effectual logic has been applied to understanding entrepreneurship as SME phenomenon and as it primarily relates to the way entrepreneurs think about and pursue opportunities to gain SME performance (Karami et al., 2023). Zhang et al. (2023) showed a positive correlation between two decision-making styles and SME performance and the influence of effectuation decision-making style in SME performance is slightly stronger. When the SMEs choose the effectuation decision-making style, it is more effective for SMEs' performance in the emerging market. Evers and Andersson (2019) demonstrated that the effectual logics shape the analysis and deception phases of innovation development and can shed light on organizational performance. Effectuation is positively

associated with success in highly innovative environments, while causation is useful in programs with low levels of innovation and performance (Kvitastein & Aarstad, 2019). Based on the literature above, this study proposes the following hypothesis:

H4: Effectual logic has a significant impact on the performance of halal SMEs in Indonesia.

2.11.5 Online Application and Halal Entrepreneurial Performance.

The use of online applications is increasing rapidly in the business community during the COVID-19 pandemic (Cenamor, 2021). Online applications are useful for selling and purchasing goods, booking transportation, restaurants, food deliveries, and obtaining SME performance (Talwar et al., 2020). SMEs need to embrace and keep up with app developments to take advantage of these opportunities and improve business performance. Online applications could assist SMEs by increasing business penetration, boosting sales, enhancing cooperation with customers and suppliers, improving the company's image, speeding up operations, and improving workers' productivity and SMEs' performance (Reddy et al., 2020). Although mobile apps have revolutionized the way people shop, it is essential to consider how SME entrepreneurs perceive these advantages as strategic tools for SME performance (Khanra et al., 2021). Based on the literature above, this study proposes the following hypothesis:

H5: The use of online applications has a significant impact on halal SMEs performance in Indonesia.

2.11.6 Mediating Effect of Entrepreneurial Competency between the link Entrepreneurial mindset, and halal certification on Halal Entrepreneurial Performance.

Sunil (2020) has noted that entrepreneurial competency has a significant impact on achieving objectives, and the required competencies enable them to attain better performance in business environments. Empirical studies have found that an entrepreneurial mindset which is considered a holistic perception of generating novel ideas, evaluating opportunities and risks, or starting and running a business has significant effects on entrepreneurial competency (Luo et al., 2022; Chang et al., 2022). The entrepreneurial mindset not only has a positive predictive effect on entrepreneurial competency, but also has an impact on entrepreneurial performance through entrepreneurial competence (Jemal, 2020). Entrepreneurial competence is the key to entrepreneurial success. Moreover, Caseiro (2018) has suggested that entrepreneurial competency can bridge the gap between entrepreneurial mindset and a significant impact on performance.

The business owner has the ability to utilize and optimize the organization's resources, such as obtaining halal certification, and other features as a means to enhance business performance, as noted by Elias et al. (2019). Manzor and Daud (2020) highlighted that entrepreneurial competency plays a crucial role in shaping business attributes and has a positive influence on small and medium enterprises (SMEs), leading to superior performance. Moreover, the halal certification itself serves as a strategic tool that can contribute to the genuine compliance of halal SMEs with standard requirements, leveraging entrepreneurial competency attributes (Usman et al., 2021). Talib et al. (2020) explored the substantial link between halal food certification and SME performance, revealing that competence acts as a mediator in this connection. This evidence shows the importance of halal certification in enhancing SMEs' performance through entrepreneurial competency.

Therefore, this study proposes the following hypothesis:

H6a: Entrepreneurial competency significantly mediates the link between halal entrepreneurial mindset and the performance of halal SMEs in Indonesia.

H6b: Entrepreneurial competency significantly mediates the link between halal certification and the performance of halal SMEs in Indonesia.

2.11.7 Mediating Effect of Effectual Logic between the link Entrepreneurial mindset, and halal certification on Halal Entrepreneurial Performance.

The relationship between entrepreneurial mindset and entrepreneurial decision-making logic is important because decision-making logic is a manifestation of a SME's decision-making logic and strategic behavior (Karami et al., 2023), revealing SME entrepreneur's decision-making tendency towards entrepreneurial performance. The decision-making that entrepreneurs often use as a fundamental aspect of their identity to explain their actions and decisions is known as effectual logic (Cruz et al., 2019). Accordingly, Yang et al. (2022) brought up how the effectual logic as well as sort of rationale utilized can relate to halal entrepreneurial mindset in clarifying entrepreneurial outcomes and performance. Previous study examined that effectual logic brings entrepreneurial mindset to the extent of business future and SMEs performance (Nixon & Valliere, 2021).

Effectuation is recognized as a rigorous framework for understanding SME attributes to performance and growth in new markets (Ghorbe et al., 2021). Salindal (2019) indicated that halal certification is a trust mark and a label that provides a religious logic to influence SMEs' performance. Similarly, exchanging causal and effectual logic allows SMEs to take responsibility for expanding halal brands to react to any vulnerable market and could help with conquering liabilities, consequently effectively increasing SMEs' performance (Mauer

et al., 2021). Effectual logic also helps SMEs adopt a problem-solving approach in dealing with halal certification as a strategic tool and positive impact on SMEs' performance (Karami et al., 2023). Based on previous literature, the following hypotheses are:

H7a: Effectual logic significantly mediates the correlation between halal entrepreneurial mindset and the performance of halal SMEs in Indonesia.

H7b: Effectual logic significantly mediates the relationship between halal certification mindset and the performance of halal SMEs in Indonesia.

2.11.8 The Moderating Effect of Online Application between the link Entrepreneurial mindset, and Entrepreneurial competency on Halal Entrepreneurial Performance

The development of information and communication technology has had a positive impact on small and medium-sized enterprises' performance (Pigatto et al., 2017). This allows SMEs entrepreneurs to improve their knowledge and entrepreneurial mindset in small and medium business performance (Shian et al., 2022). Based on resource-based view (RBV) concerns on strategy and technology provides online application to enhance the relationship between entrepreneurial mindset and SMEs performance (Cai & Leung, 2020). Yeo et al. (2017) stated that online applications are attracted to innovation that can provide consumers with convenience by saving time and effort, and that the website should be user-friendly and able to process the customer's request as quickly as possible. Online application enables entrepreneur's mindset to gain SMEs sustainability and performance (Agarwal & Sahu, 2022). Hence, Tariq et al. (2019) stated that online application should focus on entrepreneurial mindset in designing websites that are friendly and easy to navigate, as well as visually appealing with relevant product offerings to superior performance.

The resource-based view (RBV) of competencies which claims that entrepreneurial competencies are valuable and intangible resources that lead towards the SMEs performance (Permatasari et al., 2023). Lin et al. (2022) argued that the influence of entrepreneurial competencies on performance of SMEs businesses is moderated by an online system after COVID-19. Additionally, Mehrolia et al. (2021) observed that online application strengthens the relationship between competency and SMEs performance. Moreover, SMEs' performance is built on integrated business strategies, online applications, and entrepreneurship capabilities (Ali et al., 2020). Online application is part of the element of innovation technologies in entrepreneurial competency to boost SME performance (Muangmee et al., 2021). Based on the studies and theories above, the following hypotheses are proposed:

H8a: Online application significantly moderates the link between halal entrepreneurial mindset and the performance of halal SMEs in Indonesia.

H8b: Online application significantly moderates the relationship between entrepreneurial competency and the performance of halal SMEs in Indonesia.

2.12 Conceptual Framework

A conceptual framework is a collection or arrangement of interconnected concepts. Theoretical framework analysis provides a method of hypothesis for constructing a reasonable structure based on empirical evidence. The benefits of theoretical framework analysis include flexibility, adaptability, and emphasis on understanding rather than prediction. However, certain parameters need to be considered in assessing a conceptual framework. First, researchers should provide clear justifications for the inclusion or exclusion of specific elements (variables) in the applied model. Second, the use of variables

should be parsimonious and the model should be limited to a few basic elements as possible. Third, the applied framework must be specific, precise, and define clear boundaries to clarify the scope of the study. Fourth, all elements required to achieve the study objectives must be considered. Fifth, the applied framework should offer new insights, either by refuting or extending existing theories. Finally, the proposed framework should address a genuine practical issue and figure presented these guidelines in developing the proposed conceptual model.

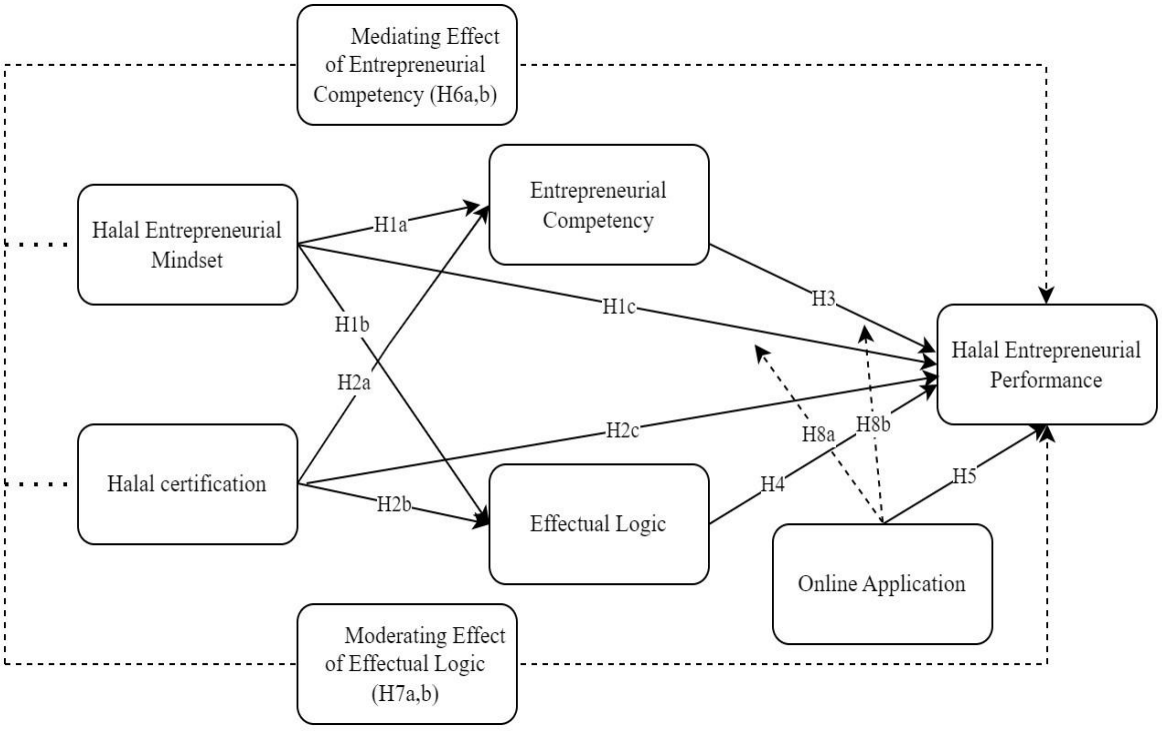


Figure 2.2: Conceptual Model of modeling of halal entrepreneurial performance

2.13 Operationalization of Constructs

As indicated in the previous subsection, the aim of this study is to enhance a conceptual model that includes six latent variables, namely halal entrepreneurial mindset, halal certification, entrepreneurial competence, effectual logic, online application, and halal

entrepreneurial performance. The purpose of this section is to describe how each latent variable involved in the development of a practical model for this study is operationalized. This section operationalizes the concept of constructs, such as developmental or intellectual constructs, and provides an overview of the measurement scales that have been adopted for each construct (Hair et al., 2017).

2.13.1 Exogeneous Variables

a. Entrepreneurial mindset, which is identified by elaborating mindset and implementation mindset. The elaborating mindset focuses on the desirability and feasibility of entrepreneurial behavior, while the implementation mindset concentrates on the specifics of where, when, and how to implement a plan, thereby transforming a wish into an intention. This study adopted the concept of entrepreneurial mindset from Mathisen and Arnulf (2013) and applied it to the context of halal entrepreneurship. The halal entrepreneurial mindset is defined as a way of thinking about the halal perspective that seeks opportunities rather than obstacles, considers any chance rather than failures, and seeks solutions rather than complaining about a problem (Walter & Block, 2016). To measure the halal entrepreneurial mindset, this study adopted seven items from Mathisen and Arnulf (2013).

b. Halal certification, in the form of a license, logo, seal, or stamp, informs consumers that a food product was sourced, processed, and distributed in conformity with the rigorous Islamic guidelines (Ab-Talib et al., 2017). Halal certification must be regarded as an essential option to gain consumers' trust, particularly among SMEs in Indonesia with varied morals, strictness, and societies. To measure halal certification, this study adopted eight items from Marzuki et al. (2014).

2.13.2 Mediating Effect

a. Entrepreneurial competence encompasses the essential qualities of specific knowledge, intention, quality, self-image, social responsibility, and expertise, or the ability of an entrepreneur to efficiently perform a task (Man et al., 2008). In this study, opportunity recognition ability and key skills are used as components of entrepreneurial competence, along with four indicators adopted from Ahmad (2007) and Man et al. (2008). This scale comprises eight critical factors: (1) identifying goods and services, (2) understanding consumer needs, (3) product benefits, (4) superior quality, (5) alignment with strategic goals, (6) emphasis on business goals, (7) evaluating business goals, and (8) assessing costs and benefits. This study focuses on the capacity of small and medium-sized business owners to identify potential opportunities and implement them in an emerging economy to improve business performance.

b. Additionally, effective logic is the ability to focus on selecting between options to have an impact on the challenges and opportunities in the developing business field (Sarasvathy, 2001). In this study, Chandler et al. (2011) utilized effectual logic through causation-based decision-making with five factors and effectuation-based decision-making with five indicators.

2.13.3 Moderation Effect of Online Application

According to Parasuraman et al. (2005), online food delivery applications facilitate web- based communication between businesses and customers to make shopping simple. The OD aspects in this study focus on responsiveness and security, with three separate aspects addressed by Parasuraman et al. (2005) namely responsiveness, compensation, and contact.

2.13.4 Endogenous Variable

Halal entrepreneurial performance refers to how individuals view business practices and their impact on customer interest in halal products (Soltanian et al., 2016). This study embraces four components of halal entrepreneurial performance - product orientation, customer orientation, creativity and innovation (CI), and business profit earned which were adapted from Sariwulan et al. (2020).

2.14 Summary

This section describes the significant role of a strategic mindset in entrepreneurial development and explains the interrelated nature of these concepts. It also addresses the misconception that entrepreneurs can be developed simply by providing knowledge of technology in emerging markets. Furthermore, the section discusses the concept of entrepreneurship with a strategic perspective to elaborate on the role of entrepreneurship in economic development on a large scale. The section presents that the halal entrepreneurial mindset and halal certification are two significant concepts closely linked to entrepreneurial success and can make a significant contribution to increasing the theory of dynamic capability concerning innovative performance. Moreover, the extensive discussion concludes that previous studies, such as Wu et al. (2020) and Gao et al. (2018), that investigated entrepreneurial performance without considering the impact of the halal entrepreneurial mindset and halal certification and entrepreneurial capabilities independently cannot provide a complete picture of these relationships.

Furthermore, this section extensively discusses important concepts and factors relevant to determining halal entrepreneurial performance. Various studies and concepts that shed light on the assessment of halal entrepreneurial performance are thoroughly examined.

Additionally, the evaluation of halal entrepreneurial performance is considered to be linked with halal entrepreneurial mindset and halal certification through two mediating links of entrepreneurial competence and effectual logic. The concept of halal creative performance is complex and often misunderstood by many researchers. Previous studies have heavily focused on entrepreneurial competency and effectual logic, neglecting the assessment of halal innovative performance. Therefore, this study aims to uncover the crucial factors of halal innovative performance through a comprehensive analysis of halal entrepreneurial mindset and halal certification, which are essential elements for this study.

This section provides an overview of the exploratory theories, conceptual model, and operationalization of the constructs. As the literature review concludes, this section also explains how the study will address concerns regarding the effects of halal entrepreneurial mindset and halal certification on SME-based businesses. The following section will describe the research methodology and philosophical approaches used in this study.

CHAPTER 3

INTRODUCTION

3.1 Introduction

Previous sections have provided a comprehensive literature review, identifying various ideas that can be further developed to enhance the model. Teece et al. (2018) argue that firms are increasingly facing dynamic conditions characterized by rapid change and question how firms can capture value and achieve a competitive advantage in such an environment. Therefore, this study aims to expand the theoretical framework and propose additional factors related to halal entrepreneurial performance. The theoretical concept of dynamic capability has been instrumental in strategic planning, and this study seeks to extend the theoretical framework and include additional constructs related to strategic business. The preceding sections have provided a theoretical depiction of the interaction and characteristics by which proposed components can influence strategy and performance. In this study, all components are proposed, and a robust theoretical argument is provided to highlight the relevance of the notion of halal entrepreneurship and performance.

However, further investigation is necessary to support the previous theoretical depiction and test the theorized relations of proposed components. This section addresses the main part of this study by explaining the research philosophy and approach to be used for additional investigation. The primary objective of this discussion is to define and understand the main characteristics and applicability of available theoretical models for guiding the remainder of this investigation. The discussion is followed by a detailed description and justification of the selected research perspective, which incorporates

subjective and quantitative assessment approaches, and the description of several procedures for data collection, including the sampling approach, sample size, sampling unit, target population, study area, and data collection technique. The previous section discussed the nuances of theory organization, the justifications for the suggested applied system for this study, and the operationalization of important developments of the calculated structure. The goal of providing a detailed discussion on the operationalization of builds was to lay the groundwork for the following section, which will address the examination questions by elaborating on the examination technique techniques utilized in this study. The current chapter begins with a discussion of research philosophy, is followed by an in-depth examination of research paradigms, and concludes with an explanation of why a particular research paradigm was chosen for this study. The objective of this talk is to comprehend the various characteristics of social science research paradigms and select an appropriate paradigm for this investigation, which leads to a quantitative investigation. After explaining the justification for selecting the quantitative examination approach, this section proceeds with a discussion of information collection strategies and the survey approach.

This section discusses an important aspect of ethical considerations related to social sciences. The chapter concludes with a discussion on the Goodness of Fit (GoF) index and a summary of the chapter. The next part of the chapter discusses the development of the survey, including its design and layout. It addresses some key issues related to measurement scales, such as validity and reliability, and provides an explanation of the pre-testing process to ensure the reliability and validity of the data collected. Additionally, the section discusses the data analysis process and support for the data used in this study. Finally, ethical considerations relevant to this study are discussed. Figure 3.1 presents the

organizational structure of this chapter.

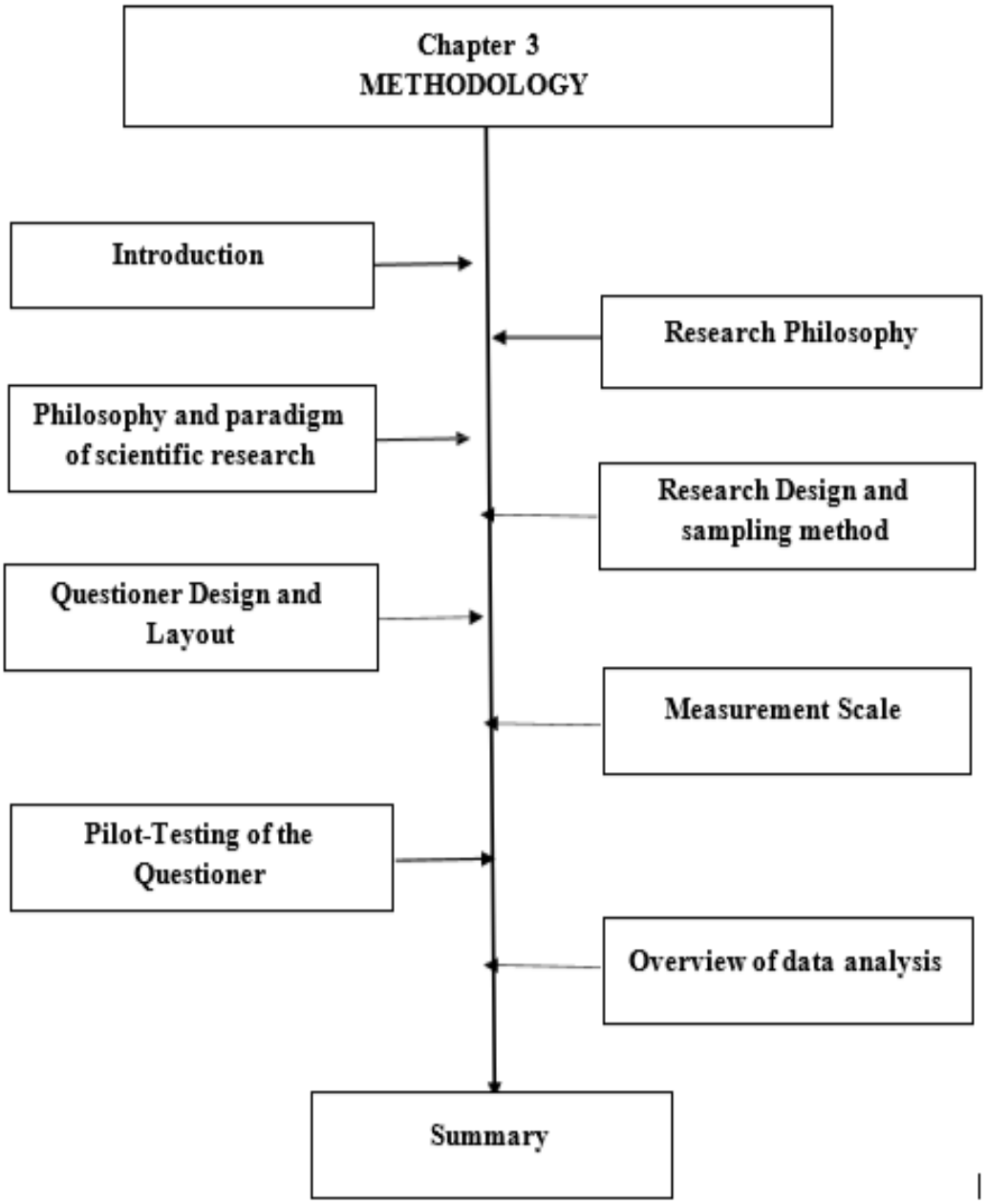


Figure 3.1: Organizational Structure

3.2 Research Philosophy

Philosophy is a contemporary and systematic reflection on what exists, what ought to be done, what is right, and how technology relates to each other (Coeckelbergh, 2019). According to Coeckelbergh, this definition of philosophy highlights the essential role of reflection and argues that it is necessary to consider what objectively exists, what is actual or proper, and what is justifiable when reflecting on these issues. The capacity to distinguish between what is correct and what is incorrect is called normativity. As a reflective endeavor, philosophy inevitably possesses a normative dimension. This study argues that the general and systematic nature of philosophical reflection leads to both analytic and synthetic or holistic dimensions of philosophy. Without this analytical component, philosophy could not be considered conventional or systematic in a broad sense.

According to Smith et al. (2021), there are at least three reasons why an entrepreneurial problem philosophy is useful in evaluating phenomena in this area. First, it may be more useful to clarify the study's framework than the method of data collection and analysis. This involves determining what type of evidence is collected, from where, and how such evidence is interpreted to provide accurate answers to the fundamental research question. Second, knowledge of philosophy can help the researcher determine which designs will work and which will not, allowing them to avoid going down too many dead ends and to develop precise methods. Finally, a knowledge of philosophy can help this study discover or even create designs that go beyond previous experience, and adapt strategy and entrepreneurial designs to the constraints of a particular context or organizational structure.

3.3 Philosophy and paradigm of scientific research

The goal of this section is to investigate the ideologies that support economic

methods in the study of entrepreneurship. Scientific philosophy is a natural fit for the study of thought, strategy, and the acquisition of reliable knowledge about the object of this study. Every entrepreneurial researcher, whether consciously or unconsciously, holds a particular philosophical perspective, and at least two ways, namely ontological and epistemological, can be used to analyze it. The researcher's ontological commitment is reflected in the nature of the things studied. This study focuses on the nature of reality and how reality is constructed and represented in human consciousness. Ontology in this study concerns positivism and social constructionism, which can be divided into four positions: realism, internal realism, relativism, and nominalism (Smith et al., 2021). This study argues that, in the quantitative approach, it would also be interested in internal realism in measuring, but with a focus on accuracy, as well as the conflict between technical data and human judgments made by referees and theoretical frameworks.

3.1.1 Ontology and social science

There have been similar debates within social science concerning the concepts of social class and racial discrimination. For example, they can be viewed as real phenomena that exist independently of the researcher and have consequences for the life chances and success of people from different social classes (Smith et al., 2021). Debates within social science have primarily focused on three positions along a continuum. Relativists argue that social class and racial discrimination are defined and experienced differently by different people, depending on their social class or race and the country or context in which they live. Thus, there is no single reality that can be discovered, but rather, many perspectives on the issue. The relativist position assumes that different observers have different viewpoints.

According to the nominalist position, truth does not exist, and the interesting question concerns how people attempt to establish different versions of truth. In this perspective, the focus could be on the way players make sense of particular successes and defeats with the trainer afterward. Additional characteristics of this position are pragmatism and political outlook. Pragmatism aims to move philosophy into the realm of the possible, believing that a philosophical viewpoint must be actionable. On the other hand, the political stance argues that no philosophical stance is complete unless it investigates and scrutinizes the sociopolitical status quo (Raza & Greenwood, 2021).

Positivism is based on the primacy of observability in investigation. It was proposed by the French philosopher Auguste Comte in the eighteenth century and is based on the notion that the human mind attains certainty by grasping the rules underlying occurrences. Comte suggested that the scientific methods utilized in mathematics and the natural sciences should also be utilized in the social sciences. Positivists and realists can be compared to a person with a flashlight in a dark room. They shed light on certain features of the actual world while obscuring others. With sufficient illumination, the entire room becomes visible and mappable. The only difference is that critical realists pay special attention to which parts of the room are illuminated and which are left in the dark, imputing agency and ideology to the research process.

In contrast to positivists and realists, constructivists view reality as a malleable substance that researchers shape and readers interpret. Both the researcher and reader engage in autonomous acts of creation, resulting in the production of constructs whose validity derives from their construction. For instance, they would reject the use of financial measurements to estimate corporate performance on the grounds that it lacks any inherent

quality. Pragmatists, on the other hand, would attempt to settle the dispute by asking: what is the objective of the study, and does the use of financial measurements to model business performance offer insights that practitioners can implement? If so, despite their faults, they are worthwhile to use. Those whose philosophical perspectives are influenced by politics might contest this, pointing out that for an environmental activist, financial performance is a worthless artifact, and for a labor organizer, it may be a symbol of poor performance (Raza & Greenwood, 2021).

3.1.2 Epistemology approach

According to Smith et al. (2021), epistemology plays a crucial role in enabling a study to develop a new quantitative concept that aligns with human interests. The study progresses through hypotheses, concepts, units of analysis, and sampling requirements. The authors note that a positivist approach would assume that strategy and capability exist and would formulate measures of these constructs based on indicators collected from a large number of entrepreneurs. The measures could then be used to relate these constructs to external causes. However, the study argues that a weaker form of positivism would accept that reality cannot be accessed directly, and therefore, the research must deduce the nature of reality indirectly by surveying large samples of individuals, activities, or organizations. The findings would typically be expressed quantitatively.

3.4 Justification for Use of Positivism Paradigm

Gunbayi (2020) argues that the positivist paradigm is the most effective and suitable approach, particularly for social sciences, and that it leads to objective, quantitative methods. He supports his claim with several arguments in favor of the positivist paradigm. Firstly, researchers need to deal with the challenges that arise during their work and be able to step

aside when necessary to achieve research objectives. Secondly, the concept of science encourages the development of alternative paradigms to positivism. Thirdly, positivism reduces the risk of excessive integration of therapeutic practices in social science research, while upholding the principle of neutrality and objectivity without assuming that the evaluation of data may be unreasonable. Fourthly, positivism ensures that the appropriate meaning of phrases is clear by making suitable distinctions whenever necessary. Lastly, research philosophy should not be considered more important than empirical analysis.

Furthermore, Pawlkowski et al. (2018) argue that the most important purpose of positivism is to reveal the true situation and explore reality and social statistics through empirically quantifiable and quantifiable relationships among constructs. This reasoning supports the use of the positivist paradigm as the most relevant and appropriate method for this study. Positivism is a scientific research method that uses explanation and prediction of variables, as well as rigorous examination of all variables to ensure internal and external validity and reliability of measures, making it applicable to the aims of this study. Specifically, for this study, the researcher aims to experimentally provide an explanation for the phenomenon being studied, which is consistent with the positivist paradigm. Furthermore, the nature of the facts of this study, the relationship between the study's objectives and the facts, and the appropriate procedures all support the use of the positivist paradigm for this study. Indicators and measurement scales for this study are derived from prior studies and modified to make them more applicable for a better understanding of respondents.

3.5 Study approach

This study adopts a quantitative methodology, which involves using numerical data

to describe the trends, attitudes, or opinions of a population based on a representative sample. Quantitative research is significant in proposing research questions and defending the study's purpose statement and hypotheses. It entails collecting numerical data from a large number of individuals using instruments with predetermined questions and responses, analyzing trends, comparing groups, or relating variables through statistical analysis, and interpreting results by comparing them to prior predictions and research. However, a research challenge in quantitative research is explaining the reasons behind the observed trends in the field.

The literature plays a significant role in justifying the research topic and suggesting potential aims and research questions for the study. The purpose statement, research questions, and hypotheses are specific and limited, focusing on a small number of variables. The study uses an instrument to collect quantitative data and measures variables with dependable tools. Statistical approaches are employed to ensure objectivity, and a larger sample size strengthens the case for extrapolating the results to a larger population. Information pertinent to the research questions or hypotheses is generated through statistical procedures such as comparing groups or connecting individual scores. In the quantitative methodology, the introduction, literature review, objective statement, and research questions are followed by methods, findings, discussion, implications, limitations, and future research.

3.6 Justification for the Use of Quantitative Research Approach

Based on the previous discussion, it has been determined that quantitative methodology is preferable to qualitative methodology for this study. Specifically, the quantitative approach is chosen because it is fully compatible with the study's objectives, and purposes, including concept testing and the use of high-level measurement scales. Although neither of these methods is inherently superior or inferior to the other, the decision

must be based on the optimal fit between the research objectives and the research approach. According to Leavy (2017) and Bryman and Bell (2016), quantitative research methods have already been utilized and supported in the field. Therefore, the quantitative research approach is not only aligned with the objectives of this study but also consistent with the recommendations of previous researchers in the field of entrepreneurship, enabling a complete understanding of the phenomenon under study. Research methodology is the common ground upon which all philosophical perspectives agree.

3.7 Research Design and Sampling Method

3.7.1 Introduction of studies layout

A research design is a justification and explanation of the data to be gathered, how it will be collected, and from where (Smith et al., 2021). As per Vaezi et al. (2019), research design necessitates collaboration and synchronization of theory and practice to establish effective working strategies. Furthermore, Rahi (2017) indicates that research design provides a comprehensive framework for fulfilling research objectives and obtaining answers to research questions. Similarly, Abutabenjeh and Jaradat (2018) emphasize the importance of study design for analyzing research in various fields. Wright et al. (2016) assert that research design is one of the most important aspects of the method of social research, incorporating critical issues such as sample size, sampling method, data collection tool, data analysis method, and necessary administrative steps to ensure the integrity of the study.

Therefore, the design of this study is critical to its success, and involves developing a primary strategy for data collection and analysis to achieve its objectives. This study's research design incorporates methods to achieve specific objectives and navigate research questions. A research design entails making several decisions to conduct an excellent study,

from hypothesis development and evaluation, to study purpose, setting, size, unit of analysis, sample design, time horizon, data collection, data analysis, and data interpretation (Sekaran & Bougie, 2019; Creswell, 2014).

The data were collected from halal SMEs in West Kalimantan, Indonesia. The data was distributed in December 2022 to February 2023 and the survey was conducted online with the help of Google Forms via WhatsApp Group of halal SMEs under MUI of West Borneo. For this study, the cross-sectional and quantitative research design was used based on the survey method. Since the halal SMEs in Indonesia are using Bahasa as their national language; thus, the questionnaire was developed in Indonesia. Before undertaking the actual data collection, a pilot study was performed. Structural equation modeling (SEM) of partial least squares (PLS) was used to analyze the results and the Smart-PLS software version 3.2.2 to run the PLS-SEM. The purposive sampling method was used for collecting the data and 450 halal SMEs were collected and the data were valid to be used in the analysis of this study. The innovation of this part lies in its innovative approach to data collection, methodology, language considerations, and analytical techniques, all of which contribute to the advancement of knowledge in the field of halal entrepreneurship

3.7.2 Target Population

To address the research questions, it is unlikely that the researcher can collect data from all instances. Therefore, the selection of a sample becomes necessary. The complete collection of cases from which the researcher draws the sample is referred to as the population (Taherdoost, 2016). Sekaran and Bougie (2019) propose that the target population or study population is a specific group with the required characteristics, which may be defined as fitting the objectives and aims of the study. Bryman and Bell (2016) note

that the term population refers to the entire universe of entities from which a sample is selected for research purposes. Some argue that the term 'population' has a broader meaning and can sometimes refer to the entire national population. The population is not always made up of human beings; it sometimes includes a collection of corporations, cities, or countries (Stratton, 2021). As described in the previous chapter, the purpose of this study is to determine the factors affecting the halal entrepreneurial performance in the province of Kalimantan Barat, Indonesia. Target population of this study were halal 560 of halal SMEs in West Kalimantan, Indonesia.

In order to ensure that a sample is representative of the total population, it is crucial to select an appropriate sample size and sampling method. Mesa et al. (2016) define the sampling frame as the group of individuals that can be selected from the target population based on the sampling technique employed in the study. Etikan (2016) defines sampling as a technique for selecting suitable units, such as organizations or individuals, from a large population. After collecting data from the selected sample units, the data is subsequently analyzed to generate generalizable findings. Although data collection from every member of the population may seem ideal, it is not always feasible.

Non-probability sampling techniques, as noted by Sekaran and Bougie (2019), involve researchers being aware of certain conditions, allowing for the estimation of potential biases in the sample selection process. Hair et al. (2017) suggest that the selection of a sampling technique should be based on the goals and nature of the study. Purposive random sampling, as described by Bryman and Bell (2016), is the most basic and commonly used form of non-probability sampling techniques to achieve specific purposes and objectives in a study.

Additionally, purposive random sampling requires specific criteria to select a representative sample from the population with an equal chance of being included. In this study, a simple method of purposive random sampling is proposed for halal entrepreneurship research, based on three criteria. Firstly, the halal firm must have been in operation for at least five years between 2015 and 2019 to indicate that the business has implemented strategy. Secondly, the halal company must have been registered with the Majelis Ulama Islam organization (MUI) since its inception. Thirdly, a yearly income of less than Rp 50,000,000 is required. The target population for this study is halal SMEs from Kalimantan Barat, which solves the deficiencies of the underlying conceptual framework and problems identified by prior research (Yari et al., 2020; Bao & Yin, 2020; Dar, 2019). This region was chosen because of its religious awareness of marketing halal products and its proximity to countries such as Malaysia, Singapore, and Brunei Darussalam, whose halal products can help SMEs increase their market share in distant foreign locations by highlighting the uniqueness of their products.

The selection of the target population is based on purposive random sampling, which is a common non-probability sampling technique. Hair et al. (2017) argue that the choice of sampling technique should be based on the study's goals and nature. The selected sample is a subset of the population that can represent the performance of the full population in a research setting. Although a data collection from every member of the population may potentially be appropriate for conducting research, it is not always feasible.

3.7.2 Sample Size

G-Power is a program that calculates statistical power for various statistical tests, such as t-tests, F-tests, $\chi 2$ tests, z-tests, and correlation tests (Brydges, 2019). It can be used

for estimating sample size in various ways: (1) A priori, where sample size N is calculated based on power (1-β), significance level α, and the minimum detectable effect size; (2) Compromise, where α and 1-β are calculated based on effect size, N, and the ratio of errors (q=β/α); (3) Criteria, where α and the associated selection criteria are calculated based on 1-β, effect size, and N; (4) Post-hoc, where 1-β is calculated based on α, effect size, and N; and (5) Sensitivity, where effect size is calculated based on α, 1-β, and N. This study focuses on the a priori function of G-Power to determine the sample size based on power, significance level, and effect size. To determine the minimum sample size in statistical tests, this study will follow the following criteria:

3.7.2.1 Determine the type of analysis to be performed. This study follows associative hypotheses.

3.7.2.2 Determine the level of significance (α) to be used in the study. Typically, in psychology studies, a tolerable level of significance is 0.05 or 0.01.

3.7.2.3 Determine the expected statistical power. Generally, in psychology studies, the expected statistical power is high, at least above 0.80 (80%).

3.7.2.4 Determine the expected effect size (Brydges, 2019).

Effect Size Calculation	Statistics Test	Small Effect	Medium Effect	Large Effect
Phi or Cramer's Phi	Chi Squared	0.1	0.3	0.5
Cohen's d	t-Test (Paired & Independent)	0.2	0.5	0.8
Eta Squared	ANOVA	0.01	0.06	0.14
r	Correlation	0.1	0.3	0.5
r^2	Correlation and t-Test (Independent)	0.01	0.09	0.25

Figure 3.2: Effect size

3.7.2.5 Determine the direction of the test to be used.

One of the primary articles, Gignac and Szodorai (2016), indicated that the sample sizes provided sufficient power to detect large effects (with a standardized mean difference of 0.80). Bakker et al. (2016) suggest that an a priori power analysis can determine how many participants are required to detect a given effect size, while a sensitivity power analysis can determine which effect sizes the study is sensitive enough to detect. Both types of power analysis are essential for designing a study and interpreting the results. If a study did not conduct an a priori power analysis or had a limited population, a sensitivity power analysis can be used to calculate which effect sizes the study is sensitive enough to detect. In this study, the minimum required effect size is as follows:

3.7.2.5.1 Type I error rate (err prob) is typically set at 0.05.

3.7.2.5.2 Power (1 - error probability) represents our long-term statistical power. It is often set at 0.80 (80%) or higher, such as 0.90 (90%).

3.7.2.5.3 Allocation ratio (N2/N1) relates specifically to group comparisons. If set to 1, the sample size is computed by specifying equal group sizes.

3.7.2.5.4 Changing this value will result in different group sizes.

3.7.2.5.5 The average standardized effect size is d = 0.43.

Based on G-Power estimation, the minimum sample size for this study is 115 of halal SMEs in West Kalimantan. Additionally, Hair et al. (2017) recommend minimum sample sizes based on model complexity and basic sample size model characteristics. Minimum sample size of n=100 for models with 5 or fewer constructs, each with more than three

indicators (observed variables), and with high indicator communalities (0.6 or higher). Minimum sample size of n=150 for models with seven or fewer constructs, moderate communalities (0.5), and no under-identified structures. Minimum sample size of n=300 for models with seven or fewer constructs, low communalities (below 0.45), and some under-identified structures (fewer than three). The recommended minimum sample size of 200 includes models with various constructs, some with lower communalities, and fewer than three measured objects. Rigdon (2016) argues that even with a relatively small sample size, PLS-SEM has an overly efficient feature.

3.7.3 Procedures for Data Collection

Sekaran and Bougie (2019) propose that survey methodology is the most appropriate research approach for social science investigations. Alongside conducting survey research, many researchers use interviews, statements, and pre-established closed-questionnaires as data collection instruments. In light of these guidelines, the researcher has chosen interviews, and closed-questionnaires for this study instrument. Furthermore, a closed-questionnaire is suitable for achieving the study's objectives and collecting the necessary data. As mentioned earlier, this study aims to collect data from a large number of respondents, making closed-questionnaires and interviews the appropriate instruments. The questionnaire items and acceptable aspects for developing the questionnaire were identified based on prior research, some of which is presented in the previous chapter.

As a result, the selection of a closed-questionnaire as the data collection technique for this study is justified by several factors, including the nature of the study, its objectives, and constraints related to time and money. Moreover, Shrestha (2021) outlines several sequential steps that researchers should follow when developing a questionnaire, including

defining what to measure, determining the method of questioning, designing an attractive format for the questionnaire, and conducting pre-testing to correct any errors or omissions. Additionally, according to Gagliardi et al. (2019), researchers must consider demographic and background information (such as gender, age, education, internet income/month, and month of transportation use). The researcher has taken these considerations into account and ensured that none of these essential variables are overlooked.

To ensure the effectiveness of the research tool, the researchers prioritized the following factors: ensuring easy comprehension of query objects, using simple and easy-to-understand words, using the local language (Indonesian), creating concise and unique questions, shortening the questionnaire duration to reduce respondent fatigue, and including clear instructions where necessary to aid in understanding and answering the query objects. This practice recognizes and acknowledges the need for a useful and reliable survey instrument. Therefore, pre-testing of the survey instrument was conducted to identify and correct any errors and omissions. Consideration of the average time required to complete a questionnaire survey may be crucial to achieving the desired end contact rate. During the pre-test, the questionnaire designed for participation in this practice was evaluated for the average final touch time. The researchers determined that the average final touch time does not exceed 20 minutes, which is within the acceptable range for planning with a real information collection method.

3.8 Mediating effect

Most methods for testing mediation hypotheses were developed for data collected through purposive sampling and are relevant for mediating effects with linear connections. However, contemporary techniques also allow for analysis of nonlinear relationships (Hair

et al., 2021). One such method for evaluating the significance of mediating effects involves the use of bootstrapping to estimate standard errors for path coefficients, which can be used for both linear and nonlinear path coefficients calculated by software tools such as Smart-PLS. To determine if a mediating effect is significant, the p-value associated with the product of the a and b coefficients (axb) must be significant at a predetermined level (usually less than .05), and the p-values associated with a, b, and the correlation between X and Y (r) must be high. If these conditions are met and the p-value associated with the c coefficient is low, complete mediation is occurring. Conversely, if the p-value associated with the c coefficient is high, partial mediation is occurring. In nonlinear analysis, it may be more appropriate to use the total effect coefficient between X and Y rather than r, as r may be low due to balancing nonlinear effects in a cross-sectional analysis, but may still be associated with a strong lagged effect. In such cases, the total effect coefficient provides a more accurate representation of the effect between X and Y than r.

Indirect effects estimation is a potentially more efficient and accurate method for evaluating mediating effects compared to the aforementioned methods. PLS automatically calculates these indirect effects and associated p-values, enabling the simultaneous examination of multiple mediating effects, even with multiple mediating variables (Kock, 2021). This study utilizes entrepreneurial competency and effectual logic to explore the indirect relationship between the predictors (halal entrepreneurial mindset and halal certification) and halal entrepreneurial performance. Impact sizes can be used to determine whether the results suggested by course coefficients are small, moderate, or large, with recommended values of 0.02, 0.15, and 0.35 for evaluating the mediating effects shown in this study.

3.9 Moderating Effect

A moderating variable explains how or why a relationship exists between a predictor and a dependent variable, and it is typically a trait or innate quality of an individual. A strong relationship between the predictor and the dependent variable should exist before attempting to find a moderating effect, as opposed to the moderate findings that are often observed when there is a weak relationship between the predictor and the dependent variable (Matthews, 2017). A moderator variable specifies when or under what conditions a predictor variable has an effect on a dependent variable.

A moderator variable can shift the direction of the relationship between a predictor variable and a dependent variable, from strong to weak or vice versa (Ozfidan et al., 2019). A moderator variable is typically considered when the relationship between a predictor variable and a structured variable is notably fragile or inconsistent, although it may also be considered when the relationship is strong (Ramayah et al., 2018). The moderating effect is expressed as an interaction between the predictor and the moderator. In this study, the impact of online application on halal entrepreneurial performance is examined by analyzing the relationship between global perspective and entrepreneurial competence, and the extent to which online application strengthens the connection of international attitude and halal emblem consideration on halal entrepreneurial performance is estimated based on the dynamic functionality theory (Teece et al., 2021).

3.10 Measurement Scales

Measurement scales play a crucial role in social and financial research, particularly for collecting numerical data. By assigning appropriate numbers to the items of interest, statistical analysis can be conducted to draw valid conclusions. In this study, specific

numbers have been allocated to assess respondents' knowledge, and skills in line with the research objectives. There are four main types of measurement scales: nominal, ordinal, interval, and ratio scales (Bryman & Bell, 2016; Hair et al., 2017). For this study, a 5-point Likert-type scale has been employed to measure subjective concepts such as halal entrepreneurial mindset, halal certification, effectual logics, entrepreneurial competency, online application, and halal entrepreneurial performance. The scale ranges from 1, indicating general disagreement, to 5, indicating overall agreement. This scale is widely used in social economic studies due to its reliability, reputation, and high appropriateness with the study objectives, respondents' behavior, and conception.

To ensure that a Likert scale is compatible with the programming language, the distances between successive variables on the dimensions must be equal. The difference between a four-factor and a five-factor Likert scale is the presence or absence of a midpoint. Including a midpoint can make a distinction between the dimensions as a programming language scale more effective if survey respondents adopt the intended midpoint of the Likert scale for an objective meaning. The credibility of a programming language scale affects the selection of appropriate descriptive statistics, such as mean, median, mode, standard deviation, frequency, and percentage, as well as the selection of appropriate types of inferential statistical analysis.

In the upcoming sections, this study will present findings on respondents' tendency to choose the midpoint on the Likert scale and offer evidence-based recommendations for developing survey items using the scale. Chyung et al. (2017) found that a 5-factor scale required the least amount of response time compared to scales with 4, 6, 7, 8, and 9 factors. This study also considered data indicating potential acquiescence bias (respondents'

tendency to select high alternatives) and extreme response bias (respondents' tendency to disproportionately select extreme responses). As a result, this study determined that a five-point Likert scale is the most effective number of anchors and emphasized the importance of maintaining an optimal balance within the scale design to reduce respondents' cognitive effort while maximizing the convexity.

Table 3.1: The Summarization of Constructs

Constructs	Items	No	Source
Halal entrepreneurial mindset	1). I have thought from both sides (opportunities or challenges) reactions incorporating the halal entrepreneurial activities.	7 items	Mathisen & Arnulf, (2013)
	2). I have seen time allocation for halal entrepreneurial matters.		
	3). I have considered the financial opportunity to be involved in the halal entrepreneurial activities		
	4). I have evaluated both opportunities and challenges linked with halal entrepreneurial activities.		
	5). I have considered about possible business ideas in the halal entrepreneurial activities		
	6). I have considered whether it is desirable for me to be involved in the halal entrepreneurial activities		
	7). When I perceive an opportunity, I will seize the opportunity and start my own business.		
Halal certification	1.) I think that Halal Certification signifies healthy food	8 items	Marzuki et al. (2014)
	2). I think that Halal Certification signifies food quality		
	3). I think that Halal Certification signifies Safety		
	4). I think that Halal Certification signifies conformance to Halal standards		
	5). I think that Halal Certification signifies all food sources are Halal certified		
	6). I think that Halal Certification acts as a marketing strategy tool		
	7). I think that Halal Certification gives a competitive advantage over non-certified food stores.		
	8). I think that Halal Certification is a standard that is difficult to follow		
Opportunity recognition competency	1). I am able to identify goods or services that customers want	8 items	Ahmad, 2007
	2). I am able to notice unfulfilled customer's needs by others		
	3). I am able to actively look for products or services that provide real benefit to customers.		
	4). I am able to grab high-quality business opportunities		
Strategic competency	5). I am able to prioritize work in alignment with business goals		
	6). I am able to align current action with strategic goals		
	7). I am able to evaluate results against strategic goals		
	8). I am able to determine strategic action by weighing costs and benefits		
Causation-based decision making	1). I analyzed long run opportunities and selected what I thought would provide the best returns	10 items	Chandler et al. (2011)
	2). I developed a strategy to best take advantage of resources and capabilities		
	3). I had a clear and consistent vision for what I wanted to do		
	4). I designed and planned business strategies		
	5). I had a clear and consistent vision for what I wanted to do		
Effectuation- based decision making	6). I have allowed the business to evolve as opportunities have emerged		
	7). I evaluated the set of resources and means we had at our disposal and thought about different options		
	8). I evaluated the set of resources and means we had at our disposal and thought about different options		
	9). I evaluated the set of resources and means we had at our disposal and thought about different options		
	10). My decision making has been largely driven by how much we could afford to lose		

Table 3.1 continued

Responsiveness	1). This site provides a safety system for companies when consumers return items they bought.	11 Items	Parasuraman, (2005)
	2). This site handles product returns well		
	3). It tells me what to do if my transaction is not processed		
	4). It takes care of problems promptly		
	5). This site offers a meaningful guarantee		
Compensation	6). This site compensates me for problems it creates		
	7). It compensates me when the products ordered do not arrive on time to consumers.		
	8). It picks up items I want to return from my home or business.		
Contact	9). This site provides a contact number of the consumers.		
	10). This site has customer service representatives available online for consumers.		
	11). It offers the ability to discuss with the consumer if there is a problem.		
Customer's orientation	4). The increasing annual sales is a crucial value for our company to sustain in a dynamic environment.		
	5). My business production capacity can meet consumer demand with inventory		
	6). Customer satisfaction is our priority to gain competitive advantage in dynamic environment		
Creativity and innovation (CI)	7). Our company constantly innovates new halal products and modern to discover new possibilities.		
	8). The creativity and innovation through digital promotion of unique taste, packaging, halal ingredients of our products will differentiate my enterprise with non-halal competitors.		
	9). I am able to achieve the target amount and quality of production.		
Business Profit earned	10). The annual sales target I set was reached		
	11). My business has increased operating profit		

3.11 Pilot-Testing of the Questionnaire

Before collecting actual data using the survey instrument, a pilot study was conducted to assess its usability. Various researchers (e.g., Bryman & Bell, 2016; Sekaran & Bougie, 2019) recommend conducting a pilot study to collect feedback on the questionnaire, particularly for critical model variables that require additional clarification. A pilot test not only reduces the possibility of errors but also instills researchers with confidence in the instrument's functionality.

The questionnaire used in this study was reviewed by researchers, knowledgeable colleagues, instructional supervisors, and expert linguists to screen for potential errors such as pseudo meanings, dual meanings, unclean phrases, and ambiguous sentences. To ensure the quality of the instrument, pilot testing was required to achieve the following objectives:

1. Ensure that the questionnaire is reviewed for evidence by knowledgeable individuals and linguists.
2. Ensure that questionnaire items are adequate and as unique as possible.
3. Reduce the possibility of confusion or ambiguity in the wording of survey questions.
4. Determine the average time required to complete the questionnaire.
5. Determine if the number of items in each segment needs to be increased or decreased to achieve the objectives of this analysis.
6. Ensure that questionnaire items are well-organized and able to sustain respondents' interest until the survey's conclusion.
7. Evaluate respondents' responses to the questionnaire to ensure a clean response during actual data collection.
8. Test the reliability and validity of the questionnaire's dimension scales (face validity).
9. Ensure that pre-checking continues to the subsequent level, including one-on-one interviews with pre-checking respondents, to obtain direct feedback and incorporate capability-related recommendations. The last level of pre-checking involves empirical evaluation of data to test the reliability of dimension scales. Data collected during the pre-checking of the instrument was analyzed using SPSS statistical analysis.

It was determined that each scale construct had an appropriate level of composite reliability, and Cronbach's Alpha exceeded the cutoff value. To guarantee the accuracy of

the data, the final version of the questionnaire included only those items that passed this rigorous pre-checking and screening procedure. This study's pre-screening was conducted through various platforms, including G-mail, halal business institutions on Facebook, and WhatsApp, which were spearheaded in several Indonesian provinces. Halal SMEs from diverse Indonesian provinces fully completed the questionnaire as contributors for pre-verification through a specific SME. As a result, invalid data was removed before distributing the items to the research participants.

The objective of pilot-testing for this examination is to establish face and content validity. Professor Jonathan Wilson, the editor-in-chief of the Journal of Islamic Marketing, and Associate Professor Dr. Abdullah Al Mamun from the Faculty of Business and Management at UCSI University were instrumental in establishing the face validity. They helped fix the grammar of the items and modified them to suit the cognitive abilities of Indonesian respondents. Additionally, the items of this study were translated into Indonesian and presented in natural language for the convenience of the participants. The researcher paid special attention to their body language and facial expressions.

After completing the questionnaire, the researcher asked respondents to describe any difficulties they encountered with the questions. The research supervisor, Dr. Norizan bt. Jaafar, assisted in organizing the content validity. They provided their professional recommendations if the scale contained all the necessary content to justify the examination constructs. In accordance with the professionals' recommendations, the dimension scales were finalized with adjustments/ variations based on their recommendations. Factor analysis is a commonly used statistical method to reduce a measurement scale. However, as a rule of thumb, running a factor analysis requires a sample size that is at least 5 times the number of

scale items (Hair et al., 2017).

For this study, running factor analysis on the 55-item scale would require at least 190 sample cases. A confirmatory factor analysis (CFA) was conducted on the calibration sample using the principal component method with VARIMAX rotation. The number of factors was determined by the rule of an extracted eigenvalue being higher than 1.0. The objective was to group the construct items, and as a ground rule, items with a loading below .60 on any factor were removed. Items with communalities less than .50 were also deleted for not having sufficient explanation (Hair et al., 2014). Considering that correlations among the items could influence the emergence of the underlying factor structure, items were removed individually in succession. The KMO index should be higher than the recommended value of .60 (Garson, 2022). For this study, Jeffreys's Amazing Statistics Program (JASP 0.16.3) was used to conduct a pretest of the items, which is a new statistical analytical tool. One of the advantages of using JASP over SPSS is that it allows for the analysis of more complex elements at once, while also automatically drawing the model analysis.

Based on the pilot-test data, the reliability and factor analysis of the seven items on the halal entrepreneurial mindset scale were conducted. The results showed that the Cronbach reliability coefficient of the halal entrepreneurial mindset scale was 0.931, indicating high internal consistency. A factor analysis was then performed using a principal component technique with varimax rotation, selecting factors with eigenvalues greater than 1.0. Any items with all factor loadings below 0.60 or loadings of 0.60 or higher on two or more factors were removed. Based on the factor loadings, one item was deleted from the halal entrepreneurial mindset scale as its loading was under 0.6. The remaining six items had loading factors above 0.6, and the Cronbach reliability coefficient for the halal

entrepreneurial mindset scale with the six remaining items was calculated, excluding item no. 7. Additionally, items with a loading above 0.60 on a factor containing only six items were defined as trivial.

Table 3.2: Factor Analysis Results of HEM pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial Mindset		14.865	86.667	0.931
I have considered both positive and negative consequences in engaging with the halal entrepreneurial activities.	0.936			
I have considered whether I have the time to become engaged in halal entrepreneurial activities.	0.878			
I have considered the financial opportunity to be involved in the halal entrepreneurial activities.	0.889			
I have considered both negative and positive information related to halal entrepreneurial activities.	0.919			
I have considered about possible business ide in the halal entrepreneurial activities	0.942			
I have considered whether it is desirable for n to be involved in the halal entrepreneurial activities.	0.945			
When I consider engaging in halal entrepreneurial activity, it sometimes feels right and other times wrong.	0.454			

KMO: 0.911, Bartlett's Test of Sphericity: Chi-square =1482.397, p<.000

Seven underlying components were identified from the pilot-test data, which accounted for 83.528% of the variance. The Kaiser-Meyer-Olkin Measure (KMO) for the final round analysis was .920, exceeding the acceptable index of .60 (Garson, 2022). At the .001 significance level, the Bartlett Test of Sphericity showed an approximate chi-square value of 1466.426. Table 3.4 displays the results of the final round of factor analysis. All factors exhibited acceptable levels of dependability and were explicable. The following items were labeled as factors 1 to 6: considering both positive and negative consequences of engaging in halal entrepreneurial activities, considering the time available to engage in halal entrepreneurial activities, considering the financial opportunities available in halal entrepreneurial activities, considering both positive and negative information related to halal entrepreneurial activities, considering possible business ideas in halal entrepreneurial

activities, and considering whether it is desirable to be involved in halal entrepreneurial activities.

Table 3.3: Second Round Factor Analysis Results of HEM pilot-test Data

Constructs/Items	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial Mindset	8.475		83.528	0.960
I have considered both positive and negative consequences in engaging with the halal entrepreneurial activities.	0.936			
I have considered whether I have the time to become engaged in halal entrepreneurial activities.	0.880			
I have considered the financial opportunity to be involved in the halal entrepreneurial activities.	0.897			
I have considered both negative and positive information related to halal entrepreneurial activities.	0.919			
I have considered about possible business ideas in the halal entrepreneurial activities	0.942			
I have considered whether it is desirable for me to be involved in the halal entrepreneurial activities.	0.978			

KMO: 0.920, Bartlett's Test of Sphericity: Chi-square =1466.426, p<.000

Based on the pilot-test data, the reliability and factor analysis were conducted for the eight items of the halal certification scale. The results showed that the Cronbach reliability coefficient for the halal certification scale was 0.960.

Table 3.4: Factor Analysis Results of Halal certification pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal certification		16.892	72.006	0.960
I think that Halal Certification in food stores signifies healthy food.	0.770			
I think that Halal Certification in food stores signifies food quality.	0.538			
I think that Halal Certification in food stores signifies Safety.	0.527			
I think that Halal Certification in food stores signifies all food sources are Halal certified.	0.630 0.654			
I think that Halal Certification acts as a marketing strategy tool.				
I think that Halal Certification gives a competitive advantage over non-certified food stores.	0.345			
I think that Halal Certification is a standard that is difficult to follow.	0.417			

KMO:.580 Bartlett's Test of Sphericity: Chi-square =542.172, p<.000

The factor analysis was performed using a principal component technique with varimax rotation and selecting factors with eigenvalues greater than 1.0. Four items were identified as trivial as they had loadings above 0.60 on only one factor. These four items

were removed from the halal certification scale in this pilot-test, as their loading factor was below 0.60.

Four underlying components, accounting for 71.923 percent of the variance, were identified from the pilot data. The Kaiser-Meyer-Olkin Measure (KMO) of sample adequacy for the final round analysis was.655, exceeding the acceptable index of .60 (Garson, 2022). At the .001 significance level, the approximate Chi-square value for the Bartlett Test of Sphericity was 134.963. Table 3.6 displays the last round of factor analysis results. All exhibited acceptable levels of dependability, and all were explicable. I think that Halal Certification in food store signifies healthy food, I think that Halal Certification in food store signifies conformance to Halal standards, I think that Halal Certification in food store signifies all food sources are Halal certified, I think that Halal Certification acts as a marketing strategy tool are labels for factors 1 to 4 items.

Table 3.5: Second Round Factor Analysis Results of Halal certification pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal certification		21.017	71.923	0.953
I think that Halal Certification in food store signifies healthy food	0.749			
I think that Halal Certification in food stores signifies conformance to Halal standards.	0.614			
I think that Halal Certification in food stores signifies all food sources are Halal certified.	0.614			
I think that Halal Certification acts as a marketing strategy tool.	0.799			

KMO: 0.655, Bartlett's Test of Sphericity: Chi-square =134.963, p<.000

Using pilot-test data, the eight-item entrepreneurial competency scale was examined for reliability and factor analysis. The results indicated that the Cronbach reliability coefficient for the entrepreneurial competency scale was 0.720. A factor analysis was

undertaken to determine the underlying entrepreneurial competency and to reduce the number of items. Utilizing a principal component technique with varimax rotation and selecting factors with eigenvalues greater than 1.0, items with all factor loadings below 0.60 and items with loadings of 0.60 or higher on two or more factors were considered. However, all eight items had a loading above 0.60, indicating that no item needed to be removed in this pre-test of entrepreneurial competency.

The eight underlying components, which accounted for 77.243% of the variance, were identified from the pilot data. The Kaiser-Meyer-Olkin Measure (KMO) of sample adequacy for the final round analysis was .716, exceeding the acceptable index of .60 (Garson, 2001). At the .001 significance level, the approximate Chi-square value for the Bartlett Test of Sphericity was 778.578.

Table 3.6: Second Round Factor Analysis Results of EC pilot test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Entrepreneurial competency		13.642	77.243	0.720
I am able to identify goods or services that customers want	0.692			
I am able to notice unfulfilled customer's needs by others	0.636			
I am able to actively look for products or services that provide real benefit to customers.	0.670 0.744			
I am able to prioritize work in alignment with business goals	0.833			
I am able to align current action with strategic goals	0.647			
I am able to evaluate results against strategic goals	0.633			
I am able to determine strategic action by weighing costs and benefits				

KMO: 0.716, Bartlett's Test of Sphericity: Chi-square =778.578, p<.000

Table 3.7 displays the last round of factor analysis results. All factors exhibited acceptable levels of dependability, and all were explainable. I am able to identify the goods or services that customers want, I am able to recognize the unfulfilled needs of customers, I

actively look for products or services that provide real benefits to customers, I can seize high-quality business opportunities, I am able to prioritize work to align with business goals, I can align current actions with strategic goals, I can evaluate results against strategic goals, and I can determine strategic directions. Using pre-test data, the ten-item effectual logic scale was examined for reliability and factor analysis. The results indicated that the Cronbach's reliability coefficient for the effectual logic scale was 0.824. A factor analysis was undertaken to determine the underlying effectual logic variables and to reduce the number of items. Principal component analysis was conducted with varimax rotation, selecting factors with eigenvalues greater than 1.0. No items from the effectual logic scale were removed.

Table 3.7: Factor Analysis Results of EL pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Effectual Logic		15.539	82.467	0.824
I analyzed long run opportunities and selected what I thought would provide the best returns	0.711			
I developed a strategy to best take advantage of resources and capabilities	0.673			
I researched and selected target markets and did meaningful competitive analysis	0.662			
I designed and planned business strategies	0.895			
I organized and implemented control processes to make sure I met objectives	0.868			
I have allowed the business to evolve as opportunities have emerged	0.782			
I evaluated the set of resources and means we had at our disposal and thought about different options	0.739			
I experimented with different products and/or business models	0.652			
I started out very flexibly and tried to take advantage of unexpected opportunities as they arose	0.859			
I used a substantial number of agreements with customers, suppliers and other organizations and people to reduce the amount of uncertainty	0.907			

KMO: .778, Bartlett's Test of Sphericity: Chi-square =1447.948, p<.000

Four underlying components, accounting for 82.467% of the variance, were identified from the pilot data. The Kaiser-Meyer-Olkin Measure (KMO) of sample adequacy

for the final round analysis was .778, exceeding the acceptable index of .60 (Garson, 2022). At the .001 significance level, the approximate Chi-square value for the Bartlett Test of Sphericity was 1447.948. Table 3.9 displays the last round of factor analysis results, which all exhibited acceptable levels of dependability and were explicable. The following statements were included in the analysis: I analyzed long-term opportunities and selected the best options for optimal returns, I developed a strategy to take advantage of available resources and capabilities, I researched and selected target markets and performed meaningful competitive analysis, I designed and planned business strategies, I organized and implemented control processes to ensure objectives were met, I allowed the business to evolve as new opportunities emerged, I evaluated the resources and means at my disposal and considered different options, I experimented with different products and/or business models, I started out flexibly and tried to take advantage of unexpected opportunities as they arose, and I used a substantial number of agreements with customers, suppliers, and other organizations to reduce uncertainty.

Using pre-test data, the reliability and factor analysis of the eleven-items online delivery application scale were examined. The results showed that the Cronbach reliability coefficient for the scale was 0.773. A factor analysis was conducted to determine the underlying variables related to online food delivery applications and reduce the number of items. A principal component technique with varimax rotation was used to select factors with eigenvalues greater than 1.0. Items with all factor loadings below 0.60, as well as those with loadings of 0.60 or higher on two or more factors, were removed. Items with a loading above 0.60 on a factor with only six items with loading above 0.60 were considered trivial. As a result, five items were removed during this pre-test of the online application.

Table 3.8: Factor Analysis Results of OA pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Online Delivery		25.314	63.405	0.773
It provides me with convenient options for returning item		0.743		
This site handles product returns well		0.574		
It tells me what to do if my transaction is not processed		0.742		
It takes care of problems promptly		0.459		
This site offers a meaningful guarantee		0.702		
This site compensates me for problems it creates		0.869		
It compensates me when what I ordered doesn't arrive on time		0.366		
It picks up items I want to return from my home or business.		0.390		
This site provides a telephone number to reach the company.		0.627		
This site has customer service representatives available online		0.775		
It offers the ability to speak to a live person if there is a problem		0.466		

KMO: .493, Bartlett's Test of Sphericity: Chi-square =1634.796, p<.000

From the pilot data, six underlying components accounting for 83.585% of the variance were identified. The Kaiser-Meyer-Olkin Measure (KMO) for sample adequacy in the final round analysis was .725, exceeding the acceptable index of .60 (Garson, 2022). The approximate chi-square value for the Bartlett Test of Sphericity at the .001 significance level was 543.190. Table 3.11 displays the results of the final round of factor analysis, all of which were reliable and explainable. The website offers convenient options for returning items, provides instructions for resolving transaction issues, guarantees customer satisfaction and offers compensation for any issues encountered. The website also provides a phone number for contacting the business. The table below shows the availability of online customer care agents for each of the six factors.

Table 3. 9: Second Round Factor Analysis Results of OA pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Online delivery		74.221	83.585	0.725
It provides me with convenient options r returning item	0.843			
It tells me what to do if my transaction is ɪt processed	0.748			
This site offers a meaningful guarantee	0.603			
This site compensates me for problems it eates	0.641			
This site provides a telephone number to ach the company.	0.821			
This site has customer service presentatives available online	0.8			

KMO: .634, Bartlett's Test of Sphericity: Chi-square =543.190, p<.000

Using pilot-test data, we examined the eight-item Halal Entrepreneurial Performance Scale for reliability and factor analysis. The results showed that the Cronbach's reliability coefficient for the scale was 0.630. We conducted a factor analysis to identify the underlying variables and reduce the number of items, using a principal component technique with varimax rotation and selecting factors with eigenvalues greater than 1.0. Based on factor loading, five items were identified for the Halal Entrepreneurial Performance Scale, specifically items 2, 3, 5, 6, and 7.

Table 3.10: Factor Analysis Results of HEP pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial performance		10.234	55.775	0.630
My product sales increase from existing customers	0.698			
My halal products acquire new customer every yeai	0.429			
My halal merchandise has top recognition amongst customers with inside the market	0.594			
Customer loyalty is crucial value for our company t sustain in dynamic environment	0.683			
My business production capacity can meet consume demand with inventory	0.310			
Customer satisfaction is our priority to gain competitive advantage in dynamic environment	0.484			
I am constantly innovative and modern to discover new possibilities	0.660			
I agree with that creativity and innovation will differentiate my enterprise with competitors	0.806			
I am able to achieve the target amount and quality c production	0.225			
The annual sales target I set was reached	0.713			
My business has increased operating profit	0.723			

KMO: .586, Bartlett's Test of Sphericity: Chi-square =232.691, p<.000

Six underlying components, accounting for 67.783% of the variance, were identified from the pilot data. The Kaiser-Meyer-Olkin Measure (KMO) of sample adequacy for the final round analysis was 0.721, which exceeded the acceptable index of 0.60 (Garson, 2001). At the 0.001 significance level, the approximate chi-square value for the Barlett Test of Sphericity was 132.567. Table 3.13 displays the results of the last round of factor analysis. All factors exhibited acceptable levels of dependability and were explicable. The labels for factors 1 to 6 items are as follows: my product sales increase from existing customers, my halal products acquire new customers every year, customer loyalty is a crucial value for our company to sustain in a dynamic environment, my business production capacity can meet consumer demand with inventory, customer satisfaction is our priority to gain a competitive advantage in a dynamic environment, and my business has increased operating profit.

Table 3.11: Factor Analysis Results of HEP pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial performance		16.543	67.783	0.834
My product sales increase from existing customers	0.746			
My halal products acquire new customer every year	0.703			
Customer loyalty is crucial value for our company to sustain in dynamic environment	0.627			
My business production capacity can meet consumer demand with inventory	0.771			
Customer satisfaction is our priority to gain competitive advantage in dynamic environment	0.827			
My business has increased operating profit	0.783			

KMO: .721, Bartlett's Test of Sphericity: Chi-square =132.567, p<.000

The following section evaluates the strategies and methods utilized for data analysis in this study.

3.12 Data Analysis Technique

Structural Equation Modeling (SEM) is a multivariate statistical method used to

evaluate courtship patterns. SEM (Structural Equation Modeling) is usually used to explain multiple statistical relationships simultaneously through visualization and model validation. Complex models can be discussed simply through this technique. It is an extension of traditional linear modeling techniques, e.g., multiple regression analysis and Analysis of Variance (ANOVA), prerequisites for learning SEM. Briefly, it can be defined as a combination of factor analyses and multiple regression analyses simultaneously (Hair et al., 2017). There are four phases involved in applying this strategy:

1. Model specification is the first step in developing a model based on theory or previous research in a study.
2. Model identification identifies outliers in the estimated parameters of latent variables in the research version.
3. Model estimation involves estimating the values of latent variable parameters. This estimation is achieved by using Maximum Likelihood Estimation (MLE) to obtain additional green and the most estimation of the parameters or independence with a normality test that was exceeded. According to Hair et al., (2017), a sample size of approximately 150 can be employed when there are five or six latent variables and at least three indicators for each variable in the study.
4. Model testing or evaluation consists of two parts: the dimension model (validity and reliability) and the Goodness of Fit (GOF) model. These are requirements for proper assessment studies of the SEM model. The measurement version is used to investigate confirmatory elements using convergent and discriminant validity checks. To obtain a convergent test, t-loading elements must be greater than 0.05 (p-value) or 1.96, and standardized factor loadings (SFL) must be less than or equal to 0.50. Additionally, Structural Equation Modeling (SEM)

requires a reliability test with a composite reliability of greater than 0.6. A correctly reliable assembly has Construct Reliability (CR) of 0.70 and Variance Extracted (VE) courting, which verifies the postulated causal relationship (Hair et al., 2017).

Assumptions made in this study are:

1. Multivariate normal distribution is assumed, and small deviations from normality can affect the chi-square test results. The normal distribution can be checked using criteria such as the critical ratio skewness value of 2.58 and significance level of 0.01. The data in this study follows a normal distribution, and the critical ratio skewness value is less than 2.58.
2. The relationship between endogenous and exogenous variables is assumed to be linear and can be observed using scatterplots.
3. Outliers can have a significant impact on the model's significance, and it is essential to ensure that the data is free of outliers.
4. The sample size required for SEM in this study is at least 100, as it contains five constructs, each with more than three observed variables and high object communalities (0.6 or higher) (Hair et al., 2017).

3.12.1 Assessment of Reflective Measurement Models

According to Hair et al. (2017), evaluation of reflective dimension models consists of composite reliability for comparing internal consistency of measures, individual reliability of each indicator, and evaluation of common variance extracted (AVE) for comparing the convergent validity of scale devices. Furthermore, reflective dimension models need to undergo an evaluation for item loadings and discriminant validity. Additionally, according

to Hair et al. (2017), the assessment of reflective dimension models forms the basis for evaluating formative dimension models and structural models. They suggest that the assessment of the reflective dimension version should include the four procedures outlined in Table 3.15.

Table 3.12: Assessment Process for Reflective

Step 1	Assessment of internal consistency (composite reliability)
Step 2	Assessment of indicators reliability
Step 3	Assessment of convergent validity (average variance extracted)
Step 4	Assessment of discriminant validity

Source: *Adapted from* Hair et al (2017:97)

According to Hair et al. (2017), internal consistency for scale reliability can be determined by comparing Cronbach's Alpha or composite reliability value. After ensuring the size version's reliability, the researcher must examine the size version's convergent validity. Convergent validity refers back to the extent to which one item of measurement scale correlates with other objects of a measurement scale with the same fundamental

component. In addition, Hair et al. (2017), propose that convergent validity can be determined by examining the outer loading of each indicator (also known as indicator reliability) and calculating the common variance (AVE). After establishing convergent validity, reflective size models' discriminant validity is evaluated. According to Hair et al. (2017), discriminant validity is the degree to which a construct differs from other constructs according to empirical criteria. In addition, they mention that the objective of assessing discriminant validity is to confirm that the assembly is accurate and that it captures a phenomenon not captured by any other assembler in the overall model.

Table 3.13: Criteria for Assessment of Reflective Measurement Models

Criterion	Description
Composite reliability (ρc)	$\rho c = (\Sigma \lambda i)^2 / [(\Sigma \lambda i)^2 + \Sigma Var(\varepsilon i)]$, where λi is the outer (component) loading to an indicator, and $Var(\varepsilon i) = 1 - \lambda i^2$ in case of standardized indicators. The composite reliability is a measure of internal consistency and must not be lower than 0.6
Indicator reliability	absolute standardized outer (component) loadings should be higher than 0.7
Average variance extracted (AVE)	AVE = $(\Sigma \lambda^2) / [\Sigma \lambda^2 + \Sigma Var(\varepsilon i)]$, where λ is the component loading to an indicator, and $Var(\varepsilon i) = 1 - \lambda i^2$ in case of standardized indicators. The average variance extracted should be higher than 0.5
Fornell-Larcker criterion	In order to ensure discriminant validity, the AVE value of each latent Criterion variable needs to be higher than the squared correlations with all other latent variables. Thereby, each latent variable shares more variance with its own block of indicators than with any other latent variable representing a distinctive block of indicators.
Cross-loadings	Cross-loadings provide every other test for discriminant validity. If an indicator has a higher correlation with another latent variable than with its respective latent variable, the appropriateness of the model should be reconsidered.

***Source*:** *Adapted from* Henseler and Noonan (2017)

Furthermore, Hair et al. (2017) suggest that discriminant validity can be established by comparing factor loadings and the Fornell-Larcker criterion. Before evaluating a reflective measurement model, it is crucial to establish its reliability and validity. Additionally, Henseler and Noonan (2017) provide minimum acceptable criteria for evaluating the reflective size version, which are explained in Table 3.16 above. Henseler and Noonan (2017) note that while examining reflective indicators, both the reliability and validity of the size scales must be considered, and the evaluation of reflective constructs should include assessment of both reliability and validity. Based on the above discussion, this study uses reflective measurements to assess all the questionnaire items. The succeeding section elaborates on the method and criteria involved in evaluating the reflective size version.

3.12.2 Assessment of Structural Model

After demonstrating the reliability and validity of the size version, the next phase of PLS route modeling is to examine the structural version (additionally referred to as the internal version). According to Hair et al. (2017), evaluating the impacts of a structural model enables researchers to assess "how well empirical evidence supports the theoretical (conceptual) model," hence allowing them to determine whether their proposed conceptual model is empirically supported. The evaluation of the structural version includes the estimation of route coefficients and the defined general variance (R^2), which is the heart of PLS route modeling. In addition, Hair et al. (2017) proposed a four-step evaluation procedure for structural models, as shown in Table 3.1

Table 3.14: Assessment Process for Structural Models

Assessment of structural version for collinearity issues
Assessment of important and relevance of the structural version relationships Assessment of R^2 degree Assessment of effect size f^2
Assessment of predictive relevance Q^2 and the q^2 effect size

Source: *Adapted from* (Hair et al., 2017, p. 169)

3.12.3 Collinearity Assessment

According to Hair et al. (2017), evaluating collinearity is the first stage in analyzing a structural version. In addition, they explain that, in the context of structural models, collinearity refers to a situation in which a number of constructs are strangely associated with one another. In addition, they propose that collinearity can be evaluated with the variance inflation factor (VIF), and if it is far discovered in predictor constructs, researchers should consider eliminating or combining such constructs.

3.12.4 Path Coefficients

Furthermore, Hair et al. (2017) emphasize the significance and importance of

calculating the route coefficients of the structural version after resolving capacity collinearity issues. They suggest that when comparing route coefficient values, researchers should consider: (1) the results of PLS-SEM for the structural model; and (2) the significance and relevance of the coefficients, using bootstrapping. The PLS-SEM rule set generates path coefficient values that measure the strength of proposed relationships between distinct constructs. The standardized fee of route coefficients ranges from -1 to +1, where +1 denotes a strong, high-quality relationship and -1 reflects a strong, poor relationship between proposed constructs. If the route coefficient fee is close to 0, it indicates a weak or insignificant relationship between the structures (Hair et al., 2017). After evaluating route coefficient values, it is of utmost importance to appraise their significance and relevance.

The bootstrapping method must be utilized to determine whether or not a route coefficient fee is substantial. As stated previously, Hair et al. (2017) defined bootstrapping as a re-sampling strategy in which a PLS set of rules draws many sub-samples from the original data file (using a replacement technique) and estimates the complete model using each sub-pattern. PLS-SEM enables researchers to determine the common errors of coefficients for assessing their statistical significance. In addition, Hair et al. (2017) asserted that when assessing the significance level of correlations, researchers must include the significance of conceptions. Also well-known is the fact that in some circumstances, dating may be substantial, but their duration (global influence) may be so short as to render them unimportant. For evaluating the significance of relationships, Hair et al. (2017) proposed calculating the total impact (sum of direct and indirect impacts) of the courtship. In addition, they argue that researchers can compute indirect impacts due to the product (multiplication) of effects. A strong overall effect demonstrates the significance of the structure and supports its presence within the structural model.

3.12.5 Coefficient of Determination (R^2 Value)

The coefficient of determination (R^2) is a commonly used measure for evaluating structural models. According to Hair et al. (2017), R^2 values indicate the proportion of an endogenous variable's variance explained by its exogenous predictors. They suggest that R^2 ranges from 0 to 1, and a higher R^2 indicates a greater degree of predictive accuracy of the structural model.

3.12.6 Effect Size (f^2).

Hair et al. (2017) defined impact length (f^2) as the relative effect of an exogenous predictor variable on its dependent endogenous construct. They further suggest that impact length (f^2) can be calculated using the formula $f^2 = (R^2 \text{ included} – R^2 \text{ excluded}) / (1 – R^2 \text{ included})$.

3.12.7 Blindfolding and Predictive Relevance (Q^2)

According to Hair et al. (2017), the Q^2 fee is a measure of the predictive relevance of an exogenous variable on its endogenous variable, derived from the blindfolding technique. Blindfolding refers to a "pattern reuse" technique, wherein the PLS algorithm omits part of the data matrix and later uses model estimates to predict the left-out portions of the data matrix. Similar to impact length (f^2), researchers can calculate impact length (Q^2) using the formula $Q^2 = (Q^2 \text{ included} – Q^2 \text{ excluded}) / (1 – Q^2 \text{ included})$. Various researchers have established evaluation criteria for each of the above-mentioned steps, including those outlined by Henseler and Noonan (2017). When comparing the results of a structural model, researchers should consider the evaluation criteria presented in Table 3.18. In addition to the aforementioned metrics, Rigdon (2016) addresses heterogeneity issues and goodness-of-fit indices (GoF) in evaluating structural models. The following section of the discussion will

focus on the implications of heterogeneity issues, as identified through GoF indices.

Table 3.15: Criteria for the Assessment of Structural Models

Criterion	Description
R^2 of endogenous	R^2 values of 0.67, 0.33 or 0.19 for endogenous latent variables in the latent variables
Estimates for path	Estimated values for path relationships in the structural model should coefficients
Effect size f^2	$f^2 = (R^2_{\text{included}} - R^2_{\text{excluded}}) / (1 - R^2$
Prediction	Q^2 value is calculated on the basis of blindfolding procedure $Q^2 = 1 -$ relevance (Q^2 and $(\Sigma_D SSE_D) / (\Sigma_D SSO_D)$. Where, D is the omission distance, SSE is the q^2)

Source: *Adapted from* Henseler et al., (2009:303)

3.12.8 Goodness of Fit (GoF) and Absolute Model Fit Indices

According to Hair et al. (2017), some empirical methods such as chi-square (X2) and various fit indices, including Goodness of Fit (GoF), which are based on the difference between covariance matrices, are commonly used in CB-SEM but cannot be applied in PLS-SEM (variance-based methods). In this regard, Henseler and Schuberth (2022) also recognize this fact and note that PLS path modeling does not require chi-square statistics (X^2) and goodness-of-fit indices (GoF) because even models that have significant goodness-of-fit indices still need to rely on other statistics, such as R-square value and factor loading values. Moreover, there are multiple ways to evaluate the model fit in PLS-SEM (Henseler & Schuberth, 2022).

Therefore, they suggest that researchers can use the standardized root mean square residual (SRMR) value as an absolute model fit index for PLS-based models. Henseler and Schuberth (2022) suggest that SRMR is a criterion for evaluating absolute fit in PLS path modeling. SRMR is calculated as the square root of the difference between the sample covariance matrix and the model covariance matrix, and its value ranges from 0 to 1. A value of 0.08 or less indicates a good fit and is considered a GoF criterion. In this study, the SRMR

cost will be used to assess the fit of the conceptual model. A summary of the entire PLS-SEM evaluation will be presented in the next section. This summary concludes the discussion on the PLS-SEM process and evaluation criteria, and the next chapter focuses on the ethical considerations that were considered throughout this study.

3.13 Summary

This chapter presents the methodology used in this study, including the research design and data collection methods. Quantitative methodology was selected as the most appropriate approach to achieve the research objectives. The chapter also specifies that the scope of data collection is limited to Indonesia. The various devices and techniques utilized for data collection are thoroughly described in this chapter. However, it should be noted that the generalizability of the study's conclusions is not limited to the region of Indonesia but can be applied to populations in other countries with similar contexts. Moreover, the selection criteria for respondents can be replicated in various international regions or cities. The chapter also provides a detailed description of Goodness of Fit (GoF) indices and a comprehensive discussion of research ethics and respondent privacy concerns. The researcher's ethical measures for conducting the study and minimizing potential ethical risks are also highlighted. Therefore, this chapter has covered the methodology format, sampling technique, and data collection methods that can be used to conduct this research project.

The following is a summary of the strategies and techniques employed in this study:

1. Quantitative methodology was selected to test the proposed conceptual model.
2. A purposive sampling approach was used to select a sample that would best represent the entire population.
3. A sample size of at least 415 respondents from halal SMEs in Kalimantan Barat,

Indonesia was chosen.

4. A closed questionnaire was used as a data collection tool.
5. The questionnaire was pre-tested to ensure the validity and reliability of the dimension scales used for data collection.
6. Smart-PLS-3.2.2 was used for testing the proposed conceptual models using partial least square, structural equation modeling (PLS-SEM).

Research ethics were ensured by obtaining respondents' data with informed consent and ensuring the privacy and confidentiality of the study. These methodological parameters were chosen based on their appropriateness with the goals and objectives of this study, as well as considering the researcher's budget and time constraints. The following is a summary of the methods and approaches utilized in this investigation. The data collection equipment and measurement scales are evaluated for their dependability before being employed in the actual test to prevent any potential flaws in the measurement scales used in this study.

The outcomes of this study are expected to have broader implications for policymakers in the field of halal entrepreneurship, as well as for potential marketers in their respective areas of interest. Further research into this highly understudied area of entrepreneurial development, deepening our understanding of halal entrepreneurial performance and the entrepreneurship framework of expertise. In the next chapter, the examiner provides an evaluation of constructs for halal entrepreneurial success based on the primary data collected for this study. The conceptual frameworks developed for evaluating halal entrepreneurial success are the basis for understanding the outcomes of this study, which will be presented in the next chapters.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The previous chapter discussed various research approaches used in social sciences. It is the responsibility of the researcher to select the most appropriate approach that meets the study's objectives and requirements. For this study, the researcher chose a positivism research approach combined with a survey method to collect data on the influential factors affecting halal entrepreneurial performance in Indonesia. This approach is deemed suitable for the study's purpose, as it aligns with the aims and objectives. Previous chapters have provided a comprehensive insight into this study, including its purpose, objectives, theoretical framework, phenomenon, philosophical approach, and research methodology.

This chapter focuses on the data analysis of the factors influencing halal entrepreneurial performance, following the steps involved in PLS-SEM data analysis, as discussed in the previous chapter. This chapter has two main objectives: first, to evaluate the significant factors that have an impact on the halal entrepreneurial performance in SMEs; and second, to establish an empirically validated theoretical model for halal entrepreneurial performance. As outlined in previous chapters, the current chapter begins by presenting the demographic characteristics of the sample respondents, which includes important traits of the respondents regarding their views on being an entrepreneur or not. The chapter then moves on to the primary discussion of evaluating the proposed conceptual framework using variance-based structural equation modeling (PLS-SEM).

This chapter aims to assess the proposed conceptual model by conducting a thorough analysis of the reliability and validity of the measurement model (outer model). To achieve the objectives of this study, each hypothesis is rigorously tested using statistical analysis. The chapter also presents empirical findings of path coefficients for the analysis of the structural model. To emphasize the unique findings of this study, a brief comparison with previous research is included. Finally, a summary of the data analysis and key findings is presented. The organizational structure of this chapter is depicted in Figure 4.1.

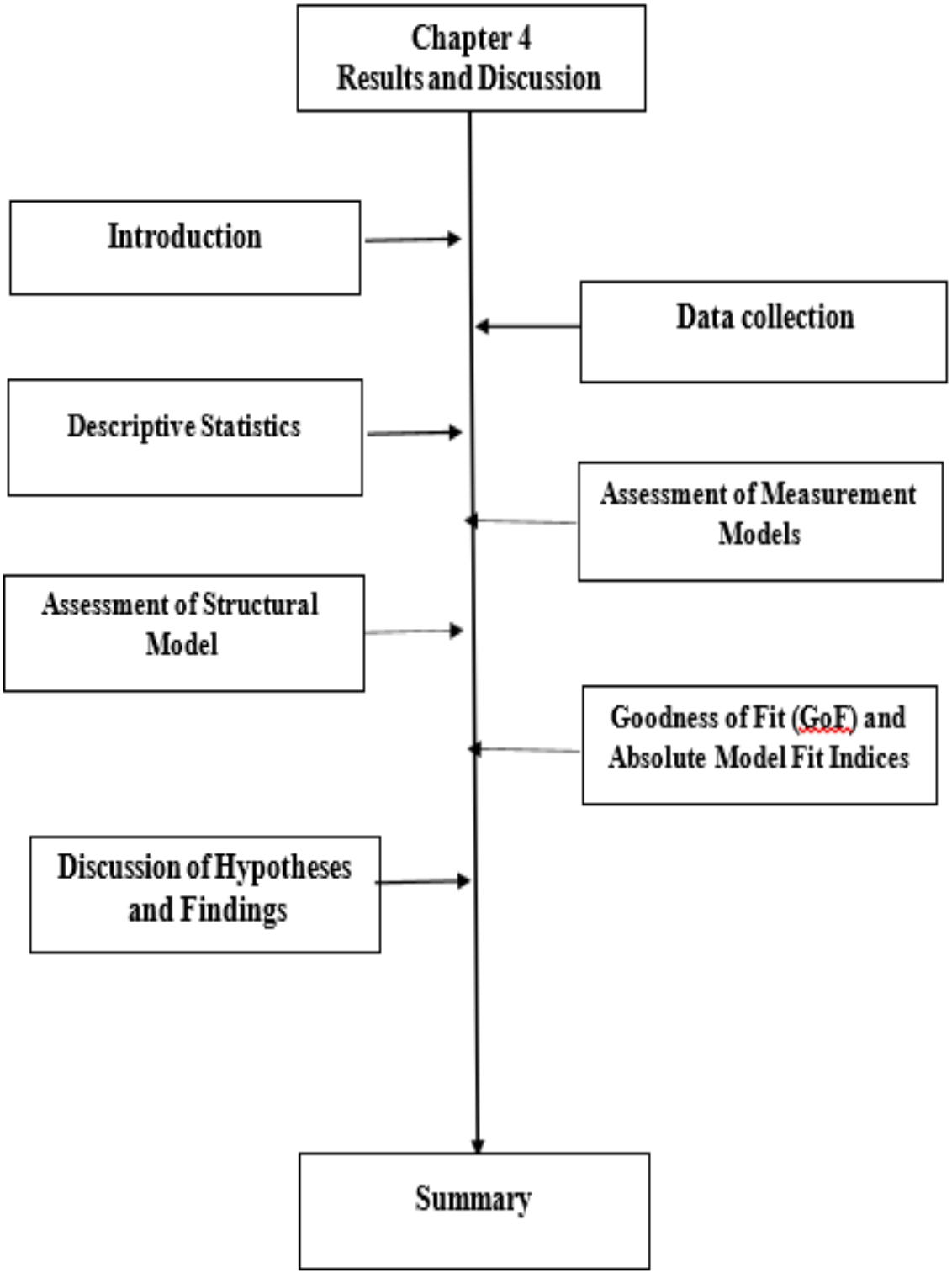


Figure 4.1: Organizational structure

4.2 Data Collection

4.2.1 Introduction

As mentioned in the previous chapter, this study utilized a self-administered questionnaire and respondents were selected through purposive sampling. The data collection process took place over a three-month period from December 2022 to February 2023. Respondents were contacted through the contact information obtained from halal SMEs in Indonesia, which was accessed through the personal resources of this study. This study was aware of the importance of a fast response rate for a self-administered questionnaire, and to facilitate the response process, the questionnaire was distributed using G-form and email in Bahasa. The study also sent reminder emails to the respondents to ensure continued participation in the data collection process.

4.2.2 Response Rate

As mentioned in the previous section, this study employed a self-administered questionnaire for data collection, which was provided in Bahasa and also available in online versions. A pilot-test of the questionnaire was conducted in November 2022 to establish the validity and reliability of the instrument. After obtaining satisfactory results from the pilot-testing, the data collection process began in December 2022. The response rate was fast in collecting data from the respondents. However, a pre-determined sample size was achieved through follow-up with the selected respondents. A total of 560 questionnaires were sent in December 2022, and over a period of three months, 415 valid and completed questionnaires were obtained. 298 complete responses were recorded, yielding a response rate of 74.1%. 415 responses which was a sufficient sample size for PLS-SEM were used for data analysis of this study. The innovation of this approach to data collection lies in its inclusivity,

methodological rigor, efficiency, proactive follow-up strategies, high response rate, and sufficient sample size, all of which contribute to the robustness and credibility of the study's findings.

4.2.3 Common Method Bias Test

Common method bias refers to the possibility that the covariance between measured items may be influenced by the use of the same data collection method or type of scale (Hair et al., 2017). To reduce common method variance (CMV), respondents were assured of the anonymity of their responses and informed that there were no right or wrong answers (Podsakoff et al., 2012). Harman's one-factor test was used in this study to detect CMB, and it was found that a single factor accounted for less than 50% of the variance, indicating a low level of CMB (Hair et al., 2017).

Furthermore, Kock (2021) suggested that if all VIFs resulting from a comprehensive collinearity test are equal to or less than 5, the model can be deemed free of common method bias. In this investigation, none of the variables (halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, online application, and halal entrepreneurial performance) had a score above 3.3, with values ranging from 1.074 to 3.093, further indicating the absence of CMB.

4.2.4 Data Screening and Pre-analysis

As part of preparation for data analysis, a thorough screening process was conducted. Data was tested for any possible statistical error of normality, outliers and missing values (Bryman & Bell, 2011). Furthermore, as part of pre-analysis this study employed exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) for testing the inter-factor relations of variables with their underlying latent constructs. A brief overview of exploratory

factor analysis and confirmatory factor analysis is presented separately.

4.2.4.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a renowned statistical approach, which is used to determine the correlation among variable items of a given data set. Basically, this analysis helps in determining factor structure on the base of strongly correlated groups of variable items in the data set (Field, 2009). Considering these guidelines, researchers have decided to perform exploratory factor analysis, only for those variables which have reflective measurement models (i.e. halal entrepreneurship mindset, halal certification, entrepreneurial competency, effectual logic, online application and halal entrepreneurial performance). Exploratory Factor Analysis (EFA) is considered a primary step for testing whether questionnaire items factor structure) are representing their underlying latent constructs. According to Costello and Osborne (2005) there are six extraction methods for conducting an Exploratory Factor Analysis (EFA), which are (1) Principal axis factoring, (2) Maximum likelihood, (3) Alpha factoring, (4) Image factoring, (5) Unweighted least square, and (6) Generalized least square. Furthermore, Costello and Osborne (2005) elaborate six different rotation methods, which are Varimax orthogonal, (2) Quartimax orthogonal, (3) Equamax orthogonal, (4) Direct oblimin, (5) Quartimin and (6) Promox.

For the purpose of this study, maximum likelihood extraction method was used with varimax rotation method for analyzing the factor structure of reflective constructs involved to measure halal entrepreneurship mindset, halal certification, entrepreneurial competency, effectual logic, online application and halal entrepreneurial performance of the respondents. This method was adopted to avoid redundancy among measurement items and to uncover the underlying pattern structure for underlying latent variables, because questionnaire items

were adopted from various different sources. As mentioned earlier, the underlying assumption of Exploratory Factor Analysis (EFA) is to refine the items of measurement scales by forming item clusters at the initial stage of data analysis. In order to enhance the accuracy of data analysis, a comprehensive and rigorous retention criterion was observed. On the basis of results of Exploratory Factor Analysis (EFA) all items were analyzed for, item loading, variance accounted for by the item and theoretical grounds (Hair et al., 2019).

4.2.4.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is aimed to analyze the link between scale items and their underlying latent construct, which represents a conceptual framework (Hair et al., 2021). Hence Confirmatory Factor Analysis (CFA) helps to assess the statistical viability of a structure (Marsh et al., 2020). Moreover, Hair et al. (2021) asserts that Confirmatory Factor Analysis (CFA) is a model driven approach, which helps to postulate further empirical analysis of data by confirmation of relationships between items of measurement scale and their respective underlying latent constructs. For the purpose of this study, Confirmatory Factor Analysis (CFA) was conducted by using Smart-PLS. Furthermore, modification indices were also assessed to observe the conformity of all constructs.

4.3 Descriptive Statistics

4.3.1 Demographic Characteristics

Stavrou et al. (2022) suggest that reporting demographic characteristics is important for readers and policymakers to be able to generalize research findings. Therefore, relevant demographic questions were carefully crafted for this study, including gender, age, monthly income, education, and marital status. Only questions that were relevant to the aims and objectives of the study were included. The proportion of male and female respondents was

balanced to increase the generalizability of the findings. Table 4.1 presents a list of the respondents' demographic characteristics. The number of responses and sample size are justified for PLS-SEM analysis.

Table 4.1: Demographic respondents

	Frequency	Percentage
Gender		
Male	275	66.3
Female	140	33.7
Total	415	100.0
Current Marital Status		
Single	68	16.4
Married	263	63.4
Divorce	55	13.3
In Relationship	29	7.0
Total	415	100
Educational Level		
Elementary School	83	20.0
High school	178	42.9
Bachelor or equivalent	77	18.6
Professional or certificate	34	8.2
Master degree	32	7.7
Ph. D	11	2.7
Total	415	100
Age Group		
17-19 years old	24	5.8
20-30 years old	68	16.4
31-40 years old	89	21.4
41-50 years old	144	34.7
> 50 years old	90	21.7
Total	415	100.0
Monthly net income		
Below Rp. 5 million	114	27.47
Rp. 5 million to Rp. 10 million	76	18.31
Rp. 11 million to Rp. 20 million	62	14.94
Rp. 21 million to Rp. 30 million	92	22.17
Rp. 31 million to Rp. 40 million	31	7.47
More than Rp. 40 million	40	9.64
Total	415	100

As Table 4.1 indicates, the majority of the respondents were male (66.3%) and female (33.7%). Regarding marital status, 63.4% of participants were married, 16.4% were single, 13.3% were divorced, and 7.0% were in a relationship. In terms of education, most participants (42.9%) had completed high school, 20% had education below high school, 18.6% held a bachelor's or equivalent degree, 8.2% were professionals, 7.7% held a master's degree, and 2.7% held a Ph.D. In terms of age, 34.7% of respondents were 41 to 50 years old,

21.7% were over 50 years old, 21.4% were 31 to 40 years old, 16.4% were 20 to 30 years old, and 5.8% were under 20 years old. Identification of participants across various age groups demands careful consideration to ensure the selection of individuals who can provide both predictive and contrasting outcomes (Yin, 2014). The inclusion of participants aged 17-19 was deliberate, as it was believed that this age group could overcome barriers related to online application accessibility and engagement. Based on monthly net salary, 27.47% earned below Rp. 5 million, 22.17% earned Rp. 21 million to Rp. 30 million, 18.31% earned Rp. 5 million to Rp. 10 million, 14.94% earned Rp. 11 million to Rp. 20 million, 9.64% earned more than Rp. 40 million, and 7.47% earned around Rp. 31 million to Rp. 40 million.

Previous research (e.g., Exposito et al., 2021; Huang et al., 2022) has shown that gender plays a role in process innovation, high-risk tolerance, self-confidence, and higher education, which may ultimately influence business performance. Additionally, younger individuals may have greater energy and be less likely to make concessions regarding established careers and high pay, potentially providing greater access to emerging markets and business-accelerating technologies (Global Entrepreneurship Monitor, 2022). They may also be more willing to take risks due to having less to lose and the potential for a long and prosperous career even if the business fails. Furthermore, higher levels of educational attainment are typically associated with greater entrepreneurial activity, possibly because individuals with higher education levels are more confident in their ability to start a business or have received more training in identifying opportunities (Uemura & Comini, 2022). Income also plays a significant role in expanding a business and product development. Kurczewska et al. (2020) found that the probability of earning maximum profit increases with professional experience. This study deliberates inclusion of participants aged 17-19, its focus on predictive and contrasting outcomes, specific rationale for inclusion, recognition of

unique characteristics, potential implications for research findings, and alignment with contemporary trends in technology adoption among younger demographics.

4.3.2 Descriptive Statistics of Indicators / Constructs

The integrity of research and simplicity of the proposed conceptual model are crucial aspects of model testing (Cairney et al., 2019). According to Hair et al. (2017), a parsimonious model should have as few parameters (number of items) as possible to produce estimation results of a certain quality. As previously mentioned, this study includes a significant number of items on measuring scales, which may compromise the parsimony of the proposed conceptual model. To address this issue and maximize the parsimony of the proposed conceptual model, the researcher has carefully examined the descriptive statistics of each measuring scale item. Table 4.2 presents a comprehensive breakdown of all scale items, including their mean values, standard deviation, and variance.

Table 4.2: Mean, standard deviation and variance

	Mean	Std. Deviation	Variance
HEM1	3.5205	1.34018	1.796
HEM2	3.6337	1.37992	1.904
HEM3	3.5373	1.28459	1.65
HEM4	3.3277	1.45913	2.129
HEM5	3.6145	1.24558	1.551
HEM6	3.5687	1.37594	1.893
HC1	3.2386	1.11791	1.25
HC2	3.2169	1.1126	1.238
HC3	2.988	1.20279	1.447
HC4	3.3253	1.2502	1.563
EC1	3.2482	1.33825	1.791
EC2	3.3687	1.21045	1.465
EC3	3.4627	1.30696	1.708
EC4	3.3639	1.27599	1.628
EC5	3.4916	1.32945	1.767
EC6	3.4337	1.21775	1.483
EC7	3.2	1.33188	1.774
EC8	3.3614	1.19962	1.439
EL1	3.1904	1.01196	1.024
EL2	3.3157	1.09638	1.202
EL3	2.8554	1.20919	1.462
EL4	3.0048	1.12072	1.256
EL5	3.3518	0.95381	0.91
EL6	3.2747	1.00324	1.006
EL7	3.3012	0.94964	0.902
EL8	3.2771	1.11331	1.239

Table 4.2 continued

EL9	3.3904	0.95902	0.92
EL10	3.2602	1.1504	1.323
OP1	4.2145	1.16709	1.362
OP2	3.8241	1.02641	1.054
OP3	3.9373	1.25722	1.581
OP4	4.4169	1.24807	1.558
OP5	4.1157	1.27825	1.634
OP6	4.2289	1.2011	1.443
HEP1	3.5157	1.22538	1.502
HEP2	3.453	1.30109	1.693
HEP3	3.5952	1.32241	1.749
HEP4	3.4771	1.35091	1.825
HEP5	3.5783	1.23281	1.52
HEP6	3.6916	1.11481	1.243

Source: Author' compilation

4.4 Assessment of Measurement Models

4.4.1 Introduction

As outlined in the previous section, a variance-based Partial Least Square (PLS-SEM) technique was used to evaluate the proposed theoretical model, with the most recent version of SmartPLS-3.2.3. The first step in testing the model was to evaluate the measurement models, also known as the outer model. As mentioned earlier, reflective measurement models were used in this study, and the components of these models must be correlated and have substantial outside loads (Hair et al., 2017). Reflective measurement models were evaluated separately in this study to ensure their reliability and validity. The purpose of this section is to compare the evaluation of measurement models (external models) to the evaluation of reflective measurement models.

4.4.2 Assessment of Reflective Measurement Models

In accordance with Hair et al. (2017), all reflective measurement scales in this study were investigated individually. The assessment of reflective measurement models included evaluating the internal consistency of constructs using composite reliability, assessing the reliability of indicator items using outer loadings, and evaluating the convergent validity of

constructs using the average variance extracted (AVE) value. Furthermore, to assess the discriminant validity of reflective components, the Fornell-Larcker criterion, cross loadings, and the Heterotrait-Monotrait (HTMT) ratio were utilized. The purpose of this section is to explain and analyze the findings produced from each of the evaluation criteria for the reflective measurement models used in this study. To achieve this objective, the discussion continues with an examination of the internal consistency of reflective constructs.

4.4.2.1 Assessment of Internal Consistency (Composite Reliability)

According to Hair et al. (2019), evaluating the internal consistency of reflective measurement models is the primary criterion. While Cronbach's alpha is a traditional measure, it has some limitations, including sensitivity to the number of items in a scale and the assumption that all items are equally reliable. Therefore, composite reliability and Cronbach's alpha values were calculated for all reflective measurement models in this study, and the results are presented in Table 4.3. The minimum values of composite reliability were 0.768 and 0.767 for effectual logic and online application, respectively. All values of composite reliability exceeded the critical level of 0.70, indicating strong internal consistency of reflective measurement models.

Table 4.3: Composite Reliability

	Average variance extracted (AVE)	**Composite Reliability**	**R^2**	**Cronbach's Alpha**
HEM	0.883	0.978	-	0.973
HC	0.816	0.946	-	0.923
EC	0.807	0.971	0.579	0.965
EL	0.970	0.768	0.622	0.966
OA	0.952	0.767	-	0.942
HEP	0.887	0.979	0.684	0.974

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.4.2.2 Assessment of Indicators' Reliability

According to Hair et al. (2017), a high level of outer loadings for reflective constructs indicates that scale items share much in common with their underlying constructs. In accordance with these guidelines, the researcher decided to retain the indicators without changing the original structure of the measurement scale, as their outer loading values were close to 0.70 and their removal had no significant effect on the composite reliability or average variance extracted (AVE) of their underlying latent variables. Therefore, it was determined that the outer loadings of all reflective measurement models were at an acceptable level and justified their presence in the measurement scale. The discussion will now continue with the assessment of convergent validity, with outer loading values of all reflective constructs presented in Table 4.4 for the purpose of this study.

Table 4.4: Factor Convergence Validity

Construct	Indicator	Loading Factor	Cut Value	Validities
Entrepreneurial Competency	EC1	0.810	0.7	valid
	EC2	0.926	0.7	valid
	EC3	0.952	0.7	valid
	EC4	0.952	0.7	valid
	EC5	0.946	0.7	valid
	EC6	0.940	0.7	valid
	EC7	0.730	0.7	valid
	EC8	0.906	0.7	valid
Effectual Logic	EL1	0.916	0.7	valid
	EL10	0.913	0.7	valid
	EL2	0.895	0.7	valid
	EL3	0.779	0.7	valid
	EL4	0.722	0.7	valid
	EL5	0.909	0.7	valid
	EL6	0.898	0.7	valid
	EL7	0.910	0.7	valid
	EL8	0.935	0.7	valid
	EL9	0.859	0.7	valid
Halal Certification	HC1	0.944	0.7	valid
	HC2	0.940	0.7	valid
	HC3	0.800	0.7	valid
	HC4	0.922	0.7	valid
Halal Entrepreneurial Mindset	HEM1	0.933	0.7	valid
	HEM2	0.977	0.7	valid
	HEM3	0.960	0.7	valid
	HEM4	0.883	0.7	valid
	HEM5	0.926	0.7	valid
	HEM6	0.958	0.7	valid
Halal Entrepreneurial Performance	HEP1	0.939	0.7	valid
	HEP2	0.954	0.7	valid
	HEP3	0.949	0.7	valid
	HEP4	0.951	0.7	valid

Table 4.4 continued

	HEP5	0.929	0.7	valid
	HEP6	0.927	0.7	valid
Online application	OP1	0.944	0.7	valid
	OP2	0.830	0.7	valid
	OP3	0.845	0.7	valid
	OP4	0.893	0.7	valid
	OP5	0.867	0.7	valid
	OP6	0.872	0.7	valid

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.4.2.3 Assessment of Convergent Validity (Average Variance Extracted)

According to Henseler et al. (2018) stated that The Average Variance Extracted (AVE) should be more than 0.50 to show convergent validity. Based on Table 4.3 above provides a comprehensive list of Average Variance Extracted (AVE) for all reflective constricts and a model summary for this study. According to the results reported in Table 4.3, the Average Variance Extracted (AVE) of this study ranges between 0.807 and 0.970. The lowest score, 0.807, is assigned to entrepreneurial competency, while the highest value, 0.970, is assigned to effectual logic towards halal entrepreneurial performance. This study satisfies the criteria of a minimum 0.50 value of Average Variance Extracted (AVE) for all reflecting constructs incorporated into the proposed conceptual model. Consequently, convergent validity of all constructs using reflecting measurement models has also been established, and the assessment of discriminant validity will now be discussed.

4.4.2.4 Assessment of Discriminant Validity

According to Hair et al. (2017), discriminant validity is the degree to which a measuring scale item differs from other items used in the creation of a reflective measurement model. Thus, obtaining discriminant validity indicates that measuring scale items are unique and capture a separate phenomenon that is not captured by any other item involved in the creation of a reflective measurement model. This study assessed discriminant

validity using three criteria: the Fornell-Larcker Criterion, Cross Loading, and Heterotrait-Monotrait (HTMT) ratio analysis. This section discusses the results of these three discriminant validity assessment criteria.

4.4.2.4.1 Fornell-Larcker criterion

According to Hair et al. (2017), the Fornell-Larcker criterion is a cautious method for assessing the discriminant validity of conceptions with reflective measurement models. It compares the square root of the Average Variance Extracted (AVE) values to the correlation values of other latent variables. According to the rule of thumb, the square root of Average Variance Extracted (AVE) should be greater than the value of the construct with the highest correlation. In addition, this study adopts Chin et al. (2020) that calculate Fornell-Larcker criterion using the following two methods: (1) Square root of Average Variance Extracted (AVE) compared to the construct correlations, and (2) Average Variance Extracted (AVE) compared to the squared correlations between constructs.

In either instance, the primary purpose of the Fornell-Larcker criterion is to determine if a given construct is more strongly connected with its own reflective measurement items than with other constructs. The Fornell-Larcker criterion using both methodologies were adopted for the purposes of this study. As indicated in Table 4.5, the Average Variance Extracted (AVE) values of all reflective constructs are greater than their connection with any other model construct. These findings indicate that reflective constructions have a greater correlation with their own set of reflective indicators than any other construct. Consequently, these data illustrate the discriminant validity of reflective measurement models, satisfying the Fornell-Larcker criteria. The evaluation of cross- loadings as a second criterion for determining discriminant validity is discussed in the next section.

Table 4.5: Discriminant Validity Fornell-Larcker Test

	EC	EL	HC	HEP	HM	OA	OP*EC	OP*HM
EC	0.898							
EL	0.742	0.876						
HC	0.626	0.685	0.903					
HEP	0.337	0.461	0.469	0.942				
HM	0.745	0.756	0.690	0.332	0.940			
OA	0.154	0.136	0.222	0.216	0.228	0.876		
OA*EC	-0.279	-0.078	-0.019	0.501	-0.304	-0.143	1.000	
OA*HM	-0.298	-0.134	-0.084	0.493	-0.348	-0.266	0.822	1.000

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.4.2.4.2 Cross Loadings

The cross-loadings of the indicators of reflective constructs are evaluated as a second test for discriminant validity. Indicators should have the largest loading on their own underlying latent construct relative to other variables included in the model, as a general rule (Hair et al., 2017). The complete list of indicator cross-loadings for each construct is shown in Table 1.5 According to these findings, all indicators (items on the measuring scale) have a greater loading on their respective underlying latent construct than on any other construct included in the model. Thus, these findings satisfy the evaluation requirements for cross loadings and give sufficient evidence for the discriminant validity of the reflective measurement models. Now, the evaluation of the Heterotrait-Monotrait (HTMT) ratio as an additional criterion for determining discriminant validity is presented.

Table 4.6: Discriminant Validity Cross Loading

	EC	EL	HC	HEP	HM	OP	OP*EC	OP*HM
EC * OA	-0.279	-0.078	-0.019	0.501	-0.304	-0.143	1.000	0.822
EC1	0.810	0.719	0.461	0.248	0.644	0.101	-0.190	-0.207
EC2	0.926	0.711	0.569	0.333	0.682	0.025	-0.253	-0.233
EC3	0.952	0.678	0.589	0.336	0.664	0.133	-0.237	-0.265
EC4	0.952	0.694	0.584	0.324	0.702	0.111	-0.246	-0.252
EC5	0.946	0.719	0.629	0.382	0.677	0.205	-0.190	-0.225
EC6	0.940	0.647	0.551	0.237	0.713	0.109	-0.336	-0.343
EC7	0.730	0.492	0.388	0.257	0.492	0.176	-0.195	-0.247
EC8	0.906	0.655	0.676	0.294	0.749	0.246	-0.345	-0.362
EL1	0.686	0.916	0.679	0.488	0.728	0.177	-0.039	-0.090
EL10	0.720	0.913	0.617	0.387	0.763	0.109	-0.113	-0.163
EL2	0.650	0.895	0.547	0.389	0.564	-0.031	-0.014	-0.078
EL3	0.493	0.779	0.426	0.270	0.494	0.080	-0.020	-0.052

Table 4.6 continued

EL4	0.542	0.722	0.525	0.333	0.436	-0.007	-0.062	-0.096
EL5	0.639	0.909	0.644	0.365	0.683	0.136	-0.106	-0.155
EL6	0.708	0.898	0.586	0.480	0.701	0.145	-0.055	-0.121
EL7	0.650	0.910	0.658	0.447	0.738	0.142	-0.074	-0.098
EL8	0.729	0.935	0.595	0.393	0.746	0.122	-0.151	-0.198
EL9	0.638	0.859	0.665	0.436	0.668	0.252	-0.031	-0.101
HC1	0.560	0.572	0.944	0.283	0.605	0.163	-0.115	-0.175
HC2	0.589	0.681	0.940	0.494	0.657	0.258	0.055	-0.041
HC3	0.468	0.534	0.800	0.400	0.522	0.094	0.013	0.016
HC4	0.626	0.664	0.922	0.489	0.687	0.260	-0.032	-0.101
HEM1	0.692	0.677	0.628	0.274	0.933	0.176	-0.324	-0.336
HEM2	0.708	0.708	0.650	0.296	0.977	0.198	-0.316	-0.364
HEM3	0.701	0.722	0.703	0.353	0.960	0.313	-0.252	-0.305
HEM4	0.692	0.705	0.562	0.350	0.883	0.197	-0.256	-0.283
HEM5	0.711	0.725	0.697	0.272	0.926	0.192	-0.256	-0.319
HEM6	0.698	0.723	0.645	0.322	0.958	0.207	-0.310	-0.352
HEP1	0.363	0.473	0.489	0.939	0.325	0.269	0.451	0.421
HEP2	0.312	0.464	0.475	0.954	0.314	0.158	0.499	0.485
HEP3	0.318	0.391	0.461	0.949	0.286	0.258	0.494	0.468
HEP4	0.282	0.392	0.462	0.951	0.309	0.097	0.521	0.531
HEP5	0.290	0.379	0.390	0.929	0.300	0.186	0.466	0.479
HEP6	0.329	0.491	0.355	0.927	0.336	0.238	0.406	0.412
HM * OA	-0.298	-0.134	-0.084	0.493	-0.348	-0.266	0.822	1.000
OA1	0.138	0.091	0.226	0.273	0.231	0.944	-0.103	-0.230
OA2	0.216	0.229	0.148	0.069	0.291	0.830	-0.289	-0.371
OA3	0.074	0.119	0.226	0.192	0.159	0.845	-0.068	-0.169
OA4	0.162	0.130	0.186	0.057	0.270	0.893	-0.261	-0.379
OA5	0.113	0.155	0.193	0.162	0.193	0.867	-0.094	-0.194
OA6	0.181	0.092	0.148	0.183	0.157	0.872	-0.147	-0.252

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.4.2.4.3 Heterotrait-Monotrait (HTMT) Ratio

According to Henseler (2018), traditional methods such as the Fornell-Larcker criterion and Cross Loadings may not be reliable for identifying discriminant validity issues in contemporary research settings. Therefore, this study uses the Multitrait-Multimethod matrix (HTMT) to evaluate the discriminant validity between two reflective constructs. Specifically, the study considers the HTMT value between both reflective constructs, and discriminant validity is established if the value is less than the critical level of 0.90. The study utilized SmartPLS-3.2.3 to perform a Heterotrait-Monotrait (HTMT) ratio analysis, which is presented in Table 4.7. All Heterotrait-Monotrait (HTMT) ratio values are within the acceptable range, and all values are well below the threshold level of 0.90. Therefore, this study suggests that discriminant validity has been established across all reflective

constructs in the proposed theoretical model.

Table 4.7: Validity Discriminant HTMT

	EC	EL	HC	HEP	HM	OA	OP*EC	OP*HM
EC								
EL	0.765							
HC	0.654	0.715						
HEP	0.345	0.467	0.484					
HM	0.767	0.769	0.722	0.340				
OA	0.178	0.165	0.221	0.188	0.256			
OA*EC	0.283	0.078	0.062	0.509	0.308	0.188		
OA*HM	0.303	0.134	0.096	0.501	0.352	0.311	0.822	

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.5 Assessment of Structural Model

4.5.1 Collinearity Assessment

As mentioned in the previous chapter, collinearity refers to the high correlation between constructs in a model. To evaluate collinearity, a standard method called the Variance Inflation Factor (VIF) is used. Generally, the VIF value should be greater than 0.20 and less than 5 (Hair et al., 2017), and a value above 5 suggests a potential collinearity issue. In this study, the VIF was calculated for all constructs of the structural model (inner model). The results indicate that all VIF values fall within the range of 0.643 (lowest) to 1,560 (highest), satisfying the evaluation requirements. Therefore, the study concludes that multicollinearity is not a concern for the structural model, as all VIF values are less than 5. The next section will focus on evaluating path coefficient values.

4.5.2 Path Coefficients

Estimated route links latent exogenous and endogenous variables in a structural model. According to Hair et al. (2017), path coefficient values are comparable to regression analysis' standardized beta. Each path coefficient value is a hypothesis based on the link between two latent variables in a proposed hypothetical model. The range of path coefficient

values is from -1 to 1, with values closer to 1 indicating a positive and strong association (vice versa for negative sign values). Figure 4.2 depicts the suggested structural model's route coefficients.

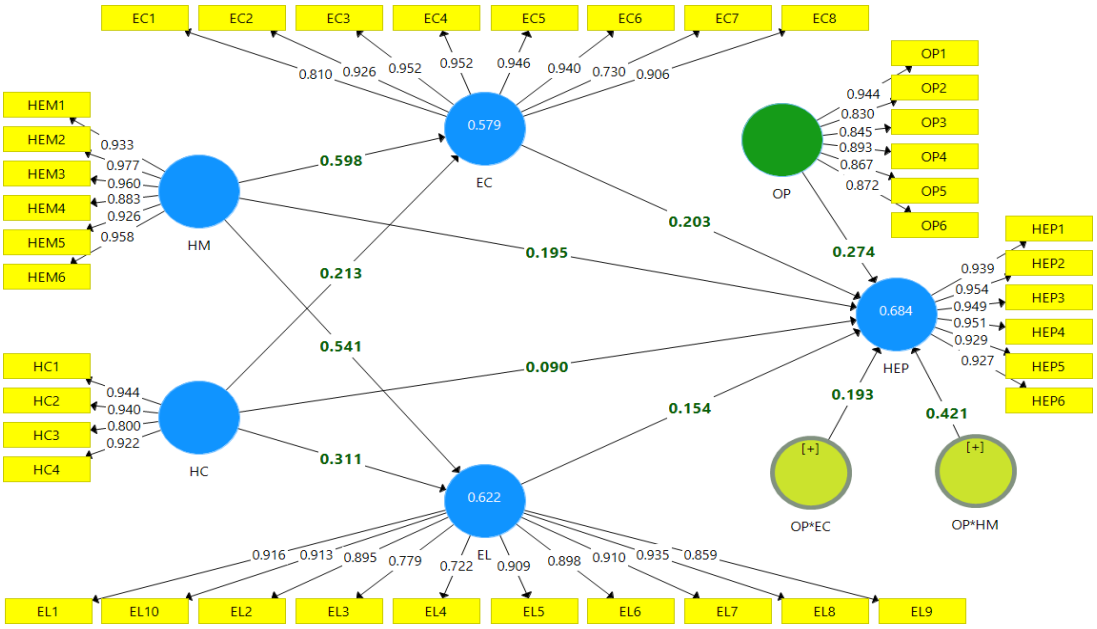


Figure 4.2: Research model

Table 4.8 provides the result of the path coefficient values for the convenience of the reader. All path coefficient values are positive and range from 0.090 and 0.598, according to the results. Between halal entrepreneurial mindset and entrepreneurial competency toward halal entrepreneurial performance (0.598) and between halal entrepreneurial mindset and effective logic (0.541) are the strongest route coefficient values. Comparatively, the lowest path coefficient values are seen between halal certification and halal entrepreneurial performance (0.090) and between effective logic and halal entrepreneurial performance (0.154). These results indicate that all path coefficient values are positive, but that the amount and intensity of the relationships across structural model constructs vary significantly. According to Henseler (2018), path coefficient values are more significant when their significance and relevance are evaluated. The discussion proceeds with an

evaluation of the importance and applicability of these path coefficient values.

Table 4.8: Path Coefficient Values

	EC	EL	HC	HEP	HM	OA	OA*EC	OA*HM
EC				0.203				
EL				0.154				
HC	0.213	0.311		0.090				
HEP HM	0.598	0.541		0.195				
OA				0.274				
OA*EC				0.193				
OA*HM				0.421				

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.5.3 Significance and Relevance of Path Coefficients (Bootstrapping)

4.5.3.1 Significance of Path Coefficients (*t*-value)

T-values determine whether or not a route coefficient value is substantially different from zero and these t-statistics values are computed using the Smart-PLS software's bootstrapping method, which is based on a resampling technique. For the sake of this study, *t*-values for all path coefficients were determined using the bootstrap resampling technique. According to the recommendations of Hair et al. (2017), this study utilized 5000 samples for the bootstrapping procedure. This study observes the rule of *t*-value > 1.96 and *p*=0.05 for determining the significance level of path coefficients. This study includes confidence intervals and *t*-values. The *t*-values and confidence ranges for all path coefficients are shown in table 4.9.

Table 4.9: Path coefficients (Mean, STDEV, T-value, T-statistics, P-value)

Hypo		Original Sample (O)	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1a	HEM -> EC	0.598	0.596	0.045	13.321	0.000	Supported
H1b	HEM -> EL	0.541	0.540	0.030	17.841	0.000	Supported
H1c	HEM -> HEP	0.195	0.190	0.081	2.420	0.016	Supported
H2a	HC -> EC	0.213	0.216	0.043	4.913	0.000	Supported
H2b	HC -> EL	0.311	0.313	0.033	9.379	0.000	Supported
H2c	HC -> HEP	0.090	0.092	0.043	2.066	0.039	Supported
H3	EC -> HEP	0.203	0.193	0.068	3.000	0.003	Supported
H4	EL -> HEP	0.154	0.166	0.061	2.516	0.012	Supported
H5	OA -> HEP	0.274	0.263	0.056	4.845	0.000	Supported

Note: HEP: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

These results indicate that the range of *t*-values for this investigation is between 2.006 and 17.841. The highest *t*-values are between halal entrepreneurial mindset and effective logic (*t*-value = 17.841; *p*=0.000) with a 95% confidence interval and between halal entrepreneurial mindset and entrepreneurial competency (t-value = 13.321; *p*=0.01) with a 95% confidence interval. The lowest t-values are between halal certification and halal entrepreneurial performance (*t*-value = 2.066; $p > 0.032$ with a 95% confidence interval) and between online application and effectual logic toward halal entrepreneurial performance (t-value = 2.272; $p > 0.024$ with a 95% confidence interval). The path coefficients are statistically significant at *p*=0.000 and *p*=0.05, as established by an overall *t*-value analysis. In addition, these results show that the conceptual model utilized in this work has a high level of explanatory importance. The topic then proceeds with hypothesis testing.

4.6 Discussion of Hypotheses and Findings

As stated in the preceding section, the findings of the analysis of the measurement model (outer model) and the structural model (inner model) indicate that the suggested theoretical model is suitable for hypothesis testing. The statistical analysis conducted using the PLS-SEM method indicates that the majority of the research hypotheses are supported. This section is intended to expound on the findings generated from the above empirical results by studying each hypothesis separately. For this reason, each hypothesis was analyzed extensively to determine whether sufficient empirical evidence exists to support the underlying principles. In addition, Table 4.14 provides a summary of hypothesis testing for the convenience of the reader.

4.6.1 Finding Hypothesis 1

Halal entrepreneurial mindset has a significant impact on the entrepreneurial competency, effectual logic and halal entrepreneurial performance in Indonesia (H1a, b, c)

The empirical result confirmed that, halal entrepreneurial mindset was highly affecting entrepreneurial competency among halal SMEs in Indonesia (H1a). Based on the path coefficient value from the halal entrepreneurial Mindset → entrepreneurial competency was (β = 0.598; *t*-value = 13.321; $p < 0.000$), which indicates a strong, significant and positive relationship, with a confidence interval of 0.95%. This study validates the study of Saptono et al. (2020) which found that an entrepreneurial mindset is important to increase entrepreneurial competency by providing entrepreneurial knowledge, and education. Knowledge of entrepreneurship favorably promotes an entrepreneurial mindset. They also applied entrepreneurial human capital theory to test the result which revealed that knowledge is important to develop an entrepreneurial mindset. Moreover, this study also verified the finding of Cui et al. (2019) found that the entrepreneurial mindset is influenced by knowledge and education. The present study applied RBV which asserts that an individual's entrepreneurial mindset is proportional to their strong entrepreneurial attitude and behavior to learn and create innovation. In addition, this study emphasized that an entrepreneur's mindset is essential for business management success. The finding of this confirmed the conclusions of the vast majority of studies indicating that RBV strongly promotes the entrepreneurial mindset, which eventually leads to the creation of startups and new business growth.

Similarly, the reasonable explanation of this is that performing a cognitive evaluation on halal entrepreneurial mindset still exists for the Indonesian millennial entrepreneurs despite there being an automatic way like a habit. This explanation is built up according to

Wardana et al. (2020) who found that younger entrepreneurs put more importance on information seeking to reduce risks before deciding on their business activities. Indonesian millennials have a broad mindset that they can create change, be pioneers, and not only follow existing trends but also create new and innovative things (Ambarwati, 2020). Indonesian millennials as a "change agent" for adopting new technological tools, which confirms the close relationship between generation millennials and technology (Suzianti et al., 2023). Notably, this generation shows the highest adoption rate of new technology compared to previous generations in Indonesia.

Furthermore, the current study confirmed that halal entrepreneurial mindset was highly affecting effectual logic among halal SMEs in Indonesia (H1b). Based on the path coefficient value from the halal entrepreneurial Mindset → effectual logic was (β = 0.541; *t*-value = 17.841; $p < 0.000$), which indicates a strong significance with a confidence interval of 0.95%. This study aligned with Ghorbel et al. (2021) who found that it is challenging to recreate effectual logic in the SME industry. Entrepreneurial mindset and effectuation are complementary sides of the same coin. It is essential to comprehend how entrepreneurs think and act during the creative process. Therefore, this study found that halal entrepreneurial mindset plays a crucial role in encouraging entrepreneurial competency and effective logic. The same finding of this study found that the halal entrepreneurial Mindset was significantly affecting halal entrepreneurial performance among halal SMEs in Indonesia (H1c). Based on the path coefficient value from the halal entrepreneurial Mindset → halal entrepreneurial performance was (β = 0.195; *t*-value = 2.420; $p < 0.016$), which showed a strong, significant and positive relationship, with a confidence interval of 0.95%. This result reflects those of Jayasuriya and Perera (2022) who also found that halal products are vital to understand the qualities that closely correlate with an entrepreneurial mindset, such as education, a growth

mindset, inventiveness, motivation, and willingness to take risks which contribute to most towards SMEs performance.

By the present result, Dianka et al. (2018) have demonstrated the manifestations of an entrepreneurial mindset as invention, creativity, business savvy, and risk-taking. In terms of behaviors, strategies, activities, and processes, entrepreneurial innovativeness exemplifies an entrepreneurial performance. The finding of the current study is consistent with RBV that has been utilized as a paradigm for describing and predicting competitive advantages and performance outcomes, notably how the internal capabilities and resources of business organizations improve competitive advantage, hence enhancing performance outcomes. This study pointed out that RBV has successfully explained the importance of providing the human resource capability and halal entrepreneurial mindset to explain the halal entrepreneurial performance. Moreover, the distinctive capabilities or internal resources that RBV represents enable companies with these intangible assets to attain a desirable competitive advantage or positioning advantage. Hence, this study found that a halal entrepreneurial mindset has a significant impact on halal entrepreneurial performance among SMEs.

4.6.2 Finding Hypothesis 2

Halal certification has a significant impact on the entrepreneurial competency, effectual logic and halal entrepreneurial performance in Indonesia (H2a, b, c).

The empirical findings of this study indicate that halal certification plays a significant and positive role in promoting entrepreneurial competency, effectual logic, and halal entrepreneurial performance. For this purpose, a hypothesized relation between halal certification, entrepreneurial competency, effectual logic, and halal entrepreneurial

performance was analyzed separately. Path coefficient values from Halal certification → entrepreneurial competency towards were (β = 0.213; *t*-value = 4.913; p<0.000), which indicated a positive and significant relationship, with a confidence interval of 0.95%. This finding is consistent with that of Ab-Talib et al. (2021) who conducted the observation and SWOT analysis. They highlighted that substantial institutional support, high local entrepreneurial drive, strong consumer demand and premium halal certification are the strengths of halal business. Moreover, this finding was also reported by Katuk et al. (2020) who suggested that halal certification can be considered as a competency and strategy that allows business entities to differentiate their products and services against their competitor. In other words, halal certification is an important brand to create halal entrepreneurial competency and capability to halal SMESs as well as opportunity to expand their market among their competitors.

This study found that halal certification significantly affected effectual logic among halal SMEs in Indonesia (H2b). Based on the path coefficient value from the halal certification → effectual logic was (β = 0.311; *t*-value = 9.379; p < 0.000), which showed a significant and positive relationship, with a confidence interval of 0.95%. The finding of this study agrees with Torkkeli et al. (2018) who stated that when decision-makers experience high levels of uncertainty, for example, when entering local or international markets, they may use effectuation-based decision making, in which they base their decisions on affordable loss and act opportunistically and emotionally, instead of following rational calculations. Changes in external and internal environments, as well as other triggers, may be the reason why this study showed an important factor that SMEs are bound to one type of decision making but use a decision-making logic that varies between causation and effectuation.

Another finding of this study found that the halal certification significantly affected halal entrepreneurial performance among halal SMEs in Indonesia (H2c). Based on the path coefficient value from the halal certification → halal entrepreneurial performance was (β = 0.154; *t*-value = 2.516; $p < 0.012$), which showed a strong, significant and positive relationship, with a confidence interval of 0.95%. Halal certification can be utilized to achieve sustainable performance among halal SMEs. To improve the performance of halal SMEs, it is essential for them to educate their halal brand about the importance of health and safety in consumption, considering cultural and ethical factors to ensure business success. It is also crucial to promote business goals through halal certification. Furthermore, halal SMEs must focus on assessing the impact of halal certification implementation on the management of halal performance, rather than just on their halal compliance, cost-efficiency, and productivity. This study provides empirical evidence that sustainable firm performance can be achieved through the implementation of halal certification in the business activities of halal SMEs.

4.6.3 Finding Hypothesis 3

Entrepreneurial competency has a significant impact on halal entrepreneurial performance in Indonesia (H3).

The study revealed that entrepreneurial competency has a significant impact on halal entrepreneurial performance among halal SMEs in Indonesia (H3). The path coefficient values from entrepreneurial competency to halal entrepreneurial performance ($\beta = 0.203$; *t*-value = 3.000; $p < 0.003$) suggest a positive and significant relation between the constructs, with a confidence interval of 0.95%. This finding is consistent with our earlier observations, which showed that Mulyadi et al. (2021) found entrepreneurial competency to be the basic

characteristic of a person in the form of knowledge, ability, and experience that can affect their performance. The study also found that entrepreneurial competency is a factor that supports business performance in addition to entrepreneurial strategy. Competencies are closely related to SMEs' performance, competitiveness, growth, and success. The key to developing a successful business lies in the entrepreneurial competency of the microenterprise owner. Competency could refer to knowledge, skills, interpersonal characteristics, leadership style, and communication skills, which are crucial factors in boosting entrepreneurial competency. This study explores an entrepreneur's ability as an innovator to identify opportunities and utilize innovative tools to develop a successful new business. It is important to note that a proactive approach entails the readiness to take action that would provoke a reaction from competitors. This approach reflects an organization's participation in the market of emerging industries, constantly searching for and utilizing market signals to quickly react to changing trends in the organizational environment. This study also argues that risk is about the propensity to act as a reflection of entrepreneurial activities, such as committing enormous resources, to achieve high returns by seizing opportunities in the marketplace. Therefore, this study confirms that entrepreneurial competency is a critical element in determining halal entrepreneurial performance's success in a globally hyper-competitive world, particularly in Indonesia.

In addition, this study utilized the underlying principle of the RBV theory postulates towards the performance of halal SMEs in Indonesia. Resources, capabilities, and competencies can attain competitive advantage and sustainable performance. The accessibility of unique resources largely relies on entrepreneurial competencies to drive halal SMEs in Indonesia to gain sustainable performance. Competitive advantage and performance are conceptualized as the acquisition of a strategy that creates specific and

unique resources. The millennial generation of entrepreneurs is presented with outstanding opportunities through faster adaptation to the economic pace and market evolution compared to other generations of entrepreneurs. Quezon and Vergara (2022) found that 52.3 percent of millennial entrepreneurs are skilled in strategy development, open for mentoring and consultation, expert in building professional networks, and take advantage of external resources for venture development. In line with previous study, the present study indicated that young entrepreneurs are highly competent in executing product and service promotion strategies, establishing customer relationships, and delivering excellent services to clients.

Furthermore, this study applied the RBV theory's underlying principle to the performance of halal SMEs in Indonesia. Resources, capabilities, and competencies can create a competitive advantage and sustainable performance. The accessibility of unique resources largely depends on entrepreneurial competencies, which can drive halal SMEs in Indonesia to achieve sustainable performance. Moreover, this study argued that resources such as entrepreneurial competencies can create a potential market for halal SMEs in Indonesia to develop their capability to expand their market and profit by holding halal certification. Therefore, this study claimed that entrepreneurial competency is one of the triggers to gain a better performance among halal SMEs In Indonesia. Competitive advantage and performance are conceptualized as the acquisition of a strategy that creates specific and unique resources. This study also argues that resources such as entrepreneurial competencies can create potential markets for halal SMEs in Indonesia, allowing them to develop their capability to expand their market and profits by holding halal certification. Therefore, this study suggests that entrepreneurial competency is one of the triggers for achieving better performance among halal SMEs in Indonesia.

4.6.4 Finding Hypothesis 4

Effectual logic has a significant impact on halal entrepreneurial performance in Indonesia (H4).

Previous research suggests that effectuation and entrepreneurial innovation are not the key triggers of entrepreneurial performance (Roig-Tierno et al., 2018; Baber et al., 2019; Zhang et al., 2022). However, the empirical findings of this study suggest that effectual logic has a significant impact on halal entrepreneurial performance (H4). Path coefficient values from effectual logic → halal entrepreneurial performance ($\beta = 0.154$; t-value = 2.516; $p > 0.012$) indicate a positive and significant relationship with a confidence interval of 0.95%. Statistically, the study's findings show that effectuation provides an emerging theoretical perspective and implementation strategy for halal SMEs in Indonesia. This finding supports the idea of Sarasvathy (2001), who stated that effectuation assumes that entrepreneurs can use the available resources to meet the demands of the local and global market. This study indicates that a halal entrepreneur must have the capability to analyze market needs and conditions to achieve business goals and earn more profit. A halal business should bring health and a better quality of life for their consumers

This study emphasizes that effectual logic can offer useful decision-making criteria for halal SMEs to achieve their objectives despite the uncertain future and environmental selection they may face. In other words, effectual logic can provide helpful design principles for creating new opportunities in the face of ambiguous goals. This approach encourages collaboration with relevant stakeholders to co-create markets that do not yet exist. Therefore, entrepreneurs should possess an effectual logic as a capability to make strategic decisions in a highly competitive market.

The effectuation effect of millennial entrepreneurs of halal SMEs creates new opportunities and actual decision making in their business future (Nixon & Valliere, 2021). By using this logic, millennial entrepreneurs of halal SMEs in Indonesia could transform their capabilities, including their experiences, knowledge, and personal network ties, into new valuable resources that can be leveraged to create new opportunities to enter new markets and gain competitive advantage than non-halal business (Long et al., 2021). Information technology that is developing rapidly along with the development of millennial generations is suspected to be a factor forming the brand image of halal SMEs in Indonesia. This logic helps millennial entrepreneurs of halal SMEs in Indonesia focus on possible strategies that can be created with their business in future.

In this research, this study utilized the causation and effectuation framework to analyze the strategic and opportunity recognition strategies of halal SMEs in West Borneo, Indonesia. Long et al. (2021) demonstrated that small and medium-sized enterprises do not strictly adhere to the effectuation strategy in halal SMEs. Instead, they flexibly use effectuation and causation may contribute to development of halal SMEs, allowing them to better manage uncertainty during the early stages of business. Therefore, this study suggests that both effectuation and causation should be applied simultaneously to derive better strategies and performance among halal SMEs in West Borneo, Indonesia.

4.6.5 Finding Hypothesis 5

Online application has a significant impact on halal entrepreneurial performance in Indonesia (H5)

This study investigates the impact of online applications on the halal entrepreneurial performance of SMEs in Indonesia. The path coefficient values indicate a strong positive

relationship between online application and halal entrepreneurial performance, with a significant effect (β = 0.247; t-value = 4.845; p<0.000) and a confidence interval of 0.95%. This finding highlights the significant contribution of online applications to the performance of halal SMEs in Indonesia. Moreover, the study reveals that online applications provide an effective platform for halal SMEs to enhance their performance.

The correlation between online applications and halal entrepreneurial performance in Indonesia is intriguing because online applications primarily operate in the form of mobile apps and offer services through them, allowing customers to order food and receive fast responses and services. This study found that the competency of food delivery apps and that of their food vendors directly affect each other's businesses, in this case, halal SMEs, highlighting the importance of collaboration between food delivery apps to enable halal businesses to have better service and competency to create a competitive advantage. Additionally, it can create sustainable performance to expand their halal products with technological advances. The current finding is consistent with that of Gunden et al. (2020), who affirmed that online applications and their ability to process consumer online food orders quickly and efficiently are the most crucial factors in a company's performance. This finding is also consistent with that of Cho et al. (2019), who found that the most significant and positive quality attribute for improving consumers' perceived value and the successful implementation of the online food delivery business was trustworthiness.

Several previous studies, including Ramos (2021); Koiri et al. (2019); Saad (2020), and Zhao and Bacao (2020), also highlighted the importance of online applications for food store managers. These studies suggest that food store managers should consider the entire process, offering different forms of payment (Ramos, 2021), providing a variety of food

options (Cho et al., 2019; Ray et al., 2019; Saad, 2020), and ensuring that the online application is easy to use and provides order tracking from order to timely delivery to ensure service quality. Therefore, it is important for halal SMEs in Indonesia to ensure that their online application is user-friendly and provides timely and accurate order tracking to ensure customer satisfaction and enhance their performance in the market.

Based on the resource-based theory, this study concludes that online application is a firm's capability and strategic tool to sustain competitiveness and create sustainable performance for halal SMEs in Indonesia's hyper-competitive market. The study confirms that the resource-based view (RBV) offers a suitable theoretical perspective to address this objective. The RBV conceptualizes SMEs as a pool of resources and capabilities that provide sustained advantages over competitors and deliver superior performance for halal SMEs in Indonesia, a developing country. To sustain their competitive advantage, halal SMEs require valuable, rare, not perfectly imitable, and non-substitutable resources and capabilities. These resources and capabilities depend on the SME's relationship with the natural environment, healthy food quality, and social well-being. The topic then proceeds with an evaluation of the significance of path coefficient values, followed by an evaluation of R^2 values.

4.7 Determinant Coefficients (R2 Value)

Coefficient of determination (R^2 value) is a standard metric for assessing the predictive accuracy of structural models (Hair et al., 2017). R^2 values acquired from PLS-SEM analysis are interpreted similarly to R^2 values derived from multiple regression analysis. R^2 values represent the extent to which latent exogenous (independent) variables explain the variation in their latent endogenous (dependent) counterparts (Chin, 2020). R^2

values range from 0 to 1, and according to a general rule, a greater R^2 value indicates a higher level of prediction accuracy. This statistic indicates the percentage of the variance in the dependent variable that the independent variables explain collectively. R-squared measures the strength of the relationship between the halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic, online application on halal entrepreneurial performance on a convenient 0 – 100% scale in this study.

The list of R^2 values for all endogenous constructs is provided in Table 4.10 of the model overview. All R^2 values range between 0.579 and 0.684 and are statistically significant at p=0.05, indicating that the model fits the data adequately. The fact that halal entrepreneurial performance and effective logic have the highest and second-highest R^2 values, respectively, indicates that the model adequately explains variation in these two dimensions. Comparatively, the lowest R^2 value of 0.579 is associated with entrepreneurial competency toward halal entrepreneurial performance, which gives a moderate explanation for variation. This relationship indicated a strong direct and indirect effect of entrepreneurial competency toward halal entrepreneurial performance.

The value of R^2 (0.622) showed that effectual logic contributes 62.2 percent to halal entrepreneurial performance and 68.4 percent of halal entrepreneurial performance showed that the conceptual model proposed has sufficient explanatory significance. Here, caution is required because relying solely on R^2 value to support a model is not a viable strategy (Hair et al., 2017). The reason for this vigilance is that the R^2 value tends to grow when more (insignificant) exogenous constructs are introduced. Therefore, the higher the R^2 value, the more arrows point towards a target variable. The model's parsimony is its capacity to explain data with a high R^2 value with the fewest exogenous constructs possible. As indicated above,

researchers have given careful effort to maximizing the suggested model's parsimony. In the next section, we will address the evaluation of effect size (f^2), and predictive relevance (Q^2).

Table 4.10: R Square dan Q Square Model

	R Square	R Square Adjusted
EC	0.579	0.577
EL	0.622	0.621
HEP	0.684	0.679

Note: EC: Entrepreneurial competency; EL: effectual logic; HEP: Halal entrepreneurial performance.

The cautionary approach towards interpreting the R^2 value, awareness of limitations, insight into model complexity, emphasis on explanatory significance, reference to established literature, and promotion of vigilance in statistical analysis. These aspects contribute to a more nuanced understanding of statistical modeling and its implications for research interpretation.

4.8 Analysis of Effect Size (f^2) and Predictive Relevance (Q^2)

4.8.1 Effect size f^2

Apart from examining R^2 values, Henseler (2018) notes that we can also evaluate the impact of an omitted exogenous variable on endogenous variables by observing the change in R^2 value. This criterion is called the effect size f^2, which can be calculated using the formula $f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 – R^2 \text{ included})$. Table 4.11 presents the effect size f^2 of all feasible associations in this study. The effect size f^2 values for entrepreneurial behavior range from 0.011 to 0.447. The largest effect size f^2 values for halal entrepreneurial performance are observed in the online application (OA → HEM → HEP, 0.261) and the online application (OA → HEP, 0.26). The lowest effect size f^2 values for halal entrepreneurial performance are 0.011 for halal certification and 0.023 for effectual logic toward halal entrepreneurial performance. Additionally, the strongest impact size f^2 for

entrepreneurial competency is 0.447, which corresponds to the relationship between halal entrepreneurial mentality and halal entrepreneurial performance (HEM → HEP, 0.447). Notably, halal certification has the smallest effect size f^2 for entrepreneurial ability at 0.057 (HC → EC, 0.057).

In addition, the biggest effect size f^2 for effectual logic is 0.407%, which is associated with a halal entrepreneurial mindset (HEM → EL, 0.407%). This study discovered that the smallest value of effect size f^2 for effectual logic is 0.13, which is associated with halal certification (HC → EL, 0.13). On the basis of the preceding discussion, it is clear that entrepreneurial competency and effectual logic contribute the greatest effect size f^2 values. The topic continues with an evaluation of Q^2 values for determining the predictive significance of endogenous constructs.

Table 4.11: The effect size f^2 of all feasible associations

	EC	EL	HC	HEP	HM	OA	AP*EC	OA*HM
EC				0.045				
EL				0.023				
HC	0.057	0.135		0.011				
HEP								
HM	0.447	0.407		0.034				
OA				0.206				
OA*EC				0.054				
OA*HEM				0.261				

Note: HEM: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.8.2 Predictive Relevance (Using Blindfolding for Q^2)

As discussed in the preceding chapter, the prediction accuracy of PLS-SEM is evaluated through the reproduction of endogenous constructs using a nonparametric technique (Chin et al., 2020). Using Stone-Q^2 Geiser's test, predictive relevance is tested for this study. These Q^2 values are produced via the PLS software's built-in blindfolding method. Additionally, it is important to note that the blindfolding process only applies to endogenous

entities with reflected measurement models. In addition, it is essential to highlight that the Smart-PLS blindfolding operation determines Q^2 value using two distinct methods: (1) Cross-validated redundancy and (2) Cross-validated commonality. Cross-validated redundancy is recommended by Hair et al. (2019) because it is based on the estimates of both the structural model and the measurement model, whereas cross-validated communality is based only on the construct scores of the target endogenous variable (without involving the whole structural model).

This study employs the cross validated redundancy approach; however, for the convenience of the reader, the results of both approaches (i.e. cross validated redundancy and cross validated communality) are presented in Tables 4.12. As indicated in Table 4.12, all Q^2 values are greater than zero. Halal entrepreneurial mindset achieves the highest predictive relevance in the structural model with a Q^2 value of 0.582, followed by effectual logic with a Q^2 value of 0.463. In addition, entrepreneurial competency obtains the lowest Q^2 value of 0.456%. These Q^2 values confirm the basic hypothesis that all latent endogenous constructs analyzed in this study have high predictive relevance. Consequently, global predictive relevance for the entire suggested structural model is realized. The next section discusses GoF and Absolute Model Fit Indices.

Table 4.12: Q-Square

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
EC	3320.000	1805.754	0.456
EL	4150.000	2228.112	0.463
HC	1660.000	1660.000	
HEP	2490.000	1041.689	0.582
HM	2490.000	2490.000	
OA	2490.000	2490.000	
OA*EC	415.000	415.000	
OA*HEM	415.000	415.000	

Note: HEM: Halal entrepreneurial mindset; HC: Halal certification; EC: Entrepreneurial competency; EL: effectual logic; OA: Online application; HEP: Halal entrepreneurial performance.

4.9 Goodness of Fit (GoF) and Absolute Model Fit Indices

As stated in the previous chapter, PLS does not yield overall Goodness of Fit (GoF) indices, and R^2 value is regarded as the fundamental metric for assessing the explanatory power of a model (Sahoo, 2019). Following the recommendation of Henseler (2018), the standardized root mean square residual (SRMR) value was calculated alongside the traditional Goodness of Fit (GoF) index shown in Table 4.13. This study's model produced a standardized root mean square residual (SRMR) value of 0.066, which is considerably below the threshold and represents a very excellent match. Based on the standardized root-mean-square residual (SRMR) value of 0.066, it can be stated that the model used in this study has a very excellent fit. The discussion of the findings is presented in the following section.

Table 4.13: SRMR

	Saturated Model	Estimated Model
SRMR	0.066	0.08

4.10 The Discussion of Mediating Effects

The use of mediating variables in this study design is crucial for understanding how behavior is affected. Mediating effects are based on the theory of how the intervention is expected to change predictor variables and are hypothesized to cause changes in the outcome variable. Equations that are suitable for estimating mediated effects and conducting statistical tests, such as the single mediator model, can be used to translate ideas about mediating variables. However, including measures of mediating variables generates practical and theoretical information in this study. Measuring mediating variables is important to determine changes in the measures and for statistical mediation analysis. Table 4.14 shows

the results of the mediating effect in this study.

Table 4.14: Mediating effect of entrepreneurial competency and effectual logic

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	*P*-Values	Decision
HC -> EC -> HEP	0.043	0.042	0.017	2.583	0.010	Supported
HM -> EC -> HEP	0.121	0.115	0.041	2.993	0.003	Supported
HC -> EL -> HEP	0.048	0.052	0.019	2.502	0.013	Supported
HM -> EL -> HEP	0.083	0.090	0.033	2.491	0.013	Supported

4.10.1 Finding Hypothesis 6

The mediating effect of entrepreneurial competency between the link halal entrepreneurial mindset and halal certification on halal entrepreneurial performance (H6a, b)

As predicted, the results of this study demonstrate that the mediating effect of the halal entrepreneurial mindset and halal certification was highly influenced by entrepreneurial competency. The intensity, direction, and importance of the hypothesized relationship between the mediating effect of entrepreneurial competency on halal entrepreneurial performance were empirically examined for the objective of this study. The path coefficient values from halal entrepreneurial mindset → entrepreneurial competency→ halal entrepreneurial performance (β = 0.121; *t*-value = 2.993; $p < 0.003$), and the path coefficient values from halal certification → entrepreneurial competency→ halal entrepreneurial performance (β = 0.043; *t*-value = 2.583; $p < 0.010$) suggest a positive and significant effect of mediating effect of entrepreneurial competency, with a confidence interval of 0.95% (H7a). This study supports evidence from previous observations (Khan et al., 2020; Luv et al., 2021) suggesting that entrepreneurial competency, which encompasses knowledge, attitudes, and skills to discover and exploit opportunities, generate value, and orient oneself toward action, contributes to societal improvement. Competency is the capacity to solve problems related to reality, difficulties, and opportunities, with mediating

variables contributing to achieving success.

Entrepreneurial competence defined as the capability of an entrepreneur in acquiring, using and developing a resource for business purpose in the specific context¨ (Mustapha, 2020). In halal SMEs, competencies are related to entrepreneurs or owners (Bird, 2019). Halal entrepreneur competency applies to individuals and groups that refer to value creation in halal business sectors to achieve superior performance (Razzaque & Mangalaraj, 2023). Entrepreneur competency becomes important to help owners to address enterprise problems in a unique entrepreneurial mindset that entrepreneurs with a high level of competencies can gain performance (Man & Lau, 2000; Bird, 2019). Along with other factors, entrepreneurial competencies positively contribute to the performance of MSMEs.

Entrepreneurial competency is also seen as an underlying characteristic of entrepreneurs that results in effective action and superior performance in halal business (Karami et al., 2023). Therefore, an integrated concept of mindset, competency, and cognitive is used to offer a convenient framework for determining performance. Entrepreneurial competency is essential for halal entrepreneurs to succeed and grow their businesses performance. Entrepreneurs of halal SMEs must think creatively and develop original concepts and approaches (Ismail, 2022). Their entrepreneurial competency to differentiate their goods and services, find novel opportunities and outperform the competition is made possible by their creativity (Razzaque & Mangalaraj, 2023) and this entails using original thought, accepting fresh viewpoints and refuting established wisdom. This study also synchronized well with core competencies, strategic assets, distinctive competencies, which provides a potential sustained performance of halal SMEs in Indonesia.

Logically, it was expected that entrepreneurial competencies would mediate the relationships between halal entrepreneurial mindset and halal certification on halal entrepreneurial performance, respectively. Drawing on RBV, these constructs are rare, valuable, and inimitable resources that give rise to specific capabilities, which could be entrepreneurial competency, that in turn drive firms to achieve excellent performance. This study confirms the positive and significant mediating effect of entrepreneurial competency on halal SMEs' performance. It points out that the existence of a possible mediator between halal entrepreneurial mindset and halal certification and entrepreneurial performance is significantly impacted by entrepreneurial competency. Moreover, the study found significant mediating effects of entrepreneurial competency on the performance of halal SMEs in Indonesia. Based on the above findings, the study suggests that examining the indirect effects of entrepreneurial competency on halal enterprise performance is necessary to enhance halal SMEs in Indonesia. It also highlights the important role of entrepreneurial competency in robust halal SMEs' competitiveness among non-halal businesses.

4.10.2 Finding Hypothesis 7

The effectual logic between the link halal entrepreneurial mindset and halal certification on halal entrepreneurial performance (7a, b)

This model highlights the importance of studying the relationship between effectual logic, and the utilization of halal entrepreneurial performance among SMEs, due to the significance of the interaction in generating and exchanging information, knowledge, and competency within the halal product relationship. The path coefficient values indicate a significant relationship from halal entrepreneurial mindset → effectual logic → halal entrepreneurial performance (β = 0.083; t-value = 2.491; p< 0.013), and from halal

certification → effectual logic → halal entrepreneurial performance (β = 0.048; t-value = 2.502; $p < 0.013$). This study supports the evidence from Dash and Ranjan (2019) that effectual logic may be a precursor of an organization's dynamic business entrepreneurial halal performance of effective small and medium ventures. This finding is in line with the work of Ghorbel et al. (2021), linking entrepreneurial mindset with firm performance, demonstrating that halal entrepreneurial mindset moves, and effect is not dependent on the entrepreneur's country of origin. The findings indicate that working under a strongly rational approach can help managers foster that mindset.

Entrepreneurial thinking has been highlighted as a primary determinant of entrepreneurs' decision-making (Mitchell et al., 2002). Over the past decade, researchers have extensively studied information processing and entrepreneurial cognition, specifically in cognition that relates to entrepreneurial decision-making (Armstrong & Hird, 2009; Arora et al., 2013; Baron, 2004; Sadler-Smith, 2004). Entrepreneurs deplore structured mental models to process information in their assessments, judgments or decisions involving opportunity evaluation, venture creation, and growth (Mitchell et al., 2002). As the notion that entrepreneurs utilize expert scripts or unique knowledge structures to process information gains prominence, research on entrepreneurial expertise has surged dramatically. Therefore, this study highlights how effectual logic and the type of rationale used can relate to a halal entrepreneurial mindset in explaining entrepreneurial outcomes and performance. The exchange between causal and effectual logic allows firms to take responsibility in expanding their obligation to respond to any market vulnerability and could help overcome liabilities, thereby increasing the level of responsibility in the market and attracting commodity adventure.

Effectual logic provides new insight and useful design principles for transforming extant environments into new futures in the face of ambiguous goals. In this study, effectual logic promotes the link between halal certification and SMEs' performance. The effectual entrepreneurs make strategic decisions based on the resources they have, experiment with contingencies and form alliances with available interested sources to increase the performance of halal SME. This study supported the results of Vissak et al. (2020) stating that effectual logic is useful for solving problems by providing business attributes when the future is unpredictable. Several factors affect halal SMEs' performance including halal certification which has competitive advantage as well as resource and differences in capabilities than non-halal SMEs (Younis & Elbanna, 2019). These conditions affect the decision-makers' perceptions in making strategic decisions from halal certification to achieve performance.

4.11 The Discussion of Moderating Effect

The strength and form of a relation between two variables may depend on the value of a moderating variable. A moderator is used to modify the form or strength of the relation between an independent and a dependent variable. Moderating variables in this study tests online application as well as to examine the RBV theory in an exploratory of this study. Although single moderators are described here referring to the situation where the relation between two variables differs across the levels of a third variable, higher-way interactions involving more than one moderator are also possible. The findings of the moderating effect of this study can be seen in table 4.15.

Table 4.15: The moderating effect of online application

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	*P* Values	Decision
OA*EC -> HEP	0.193	0.200	0.085	2272	0.024	Supported
OA*HM -> HEP	0.421	0.409	0.082	5112	0.000	Supported

Note: HEM: Halal entrepreneurial mindset; EC: Entrepreneurial competency; OA: Online application; HEP: Halal entrepreneurial performance.

4.11.1 Finding Hypothesis 8

The moderating effect of online application toward halal entrepreneurial mindset and entrepreneurial competency has a positive and significant effect on halal entrepreneurial performance (H8 a, b)

This study examined the moderating effect of online applications on halal SMEs in Indonesia. The path coefficient values from halal entrepreneurial mindset → halal entrepreneurial performance, moderated by online application, are (β = 0.421; t-value = 5.112; p<0.000). These values indicate a positive and significant moderating effect of online applications on halal entrepreneurial performance with a confidence interval of 0.95%. This finding supports the findings of Narayanamurthy and Tortorella (2021), which found that positive moderation by online applications significantly enhances a firm's performance. They stated that online application services offer various benefits to customers, including no waiting in line, no need to travel for pick-up, no misunderstandings of orders, which can happen frequently in restaurants or with phone call orders, and discounts from daily offers. The current study's finding showed that online applications boost the halal entrepreneurial mindset of SME entrepreneurs to increase their business performance. The use of online applications also provides benefits for buyers of halal products and can be an advantage for halal SMEs to improve their performance.

That halal entrepreneurial mindset is moderated by online application was confirmed and supported by Gunden et al. (2020) who found that business performance significantly affected customers' adoption of online applications. Additionally, Ray and Bala (2021) presented price benefits, trust, and app interaction enhanced SMEs' performance. Considering the unique characteristics of ordering food and beverages online, as opposed to dining in restaurants, and based on existing literature related to using technology as a strategy to expand the halal market, the Resource-Based Theory (RBT) has become the appropriate approach to explain the business capabilities and strategies required to achieve sustainable performance. This study also found a positive significant moderating effect of online application on halal entrepreneurial performance in SMEs in Indonesia. The path coefficient values from halal entrepreneurial competency → halal entrepreneurial performance moderated by online application were (β = 0.193; t-value = 0.024; $p<0.000$), with a confidence interval of 0.95%. Tehseen et al. (2019) argued that entrepreneurial competency is critical for entrepreneurs to ensure their firms' growth, enabling them to better align with the external business environment for long-term business performance. Online applications allow businesses to develop their relationships with suppliers and customers, and to purchase products effectively through digitalization. Therefore, the online application of any company is a key source of superior performance.

Furthermore, this finding is consistent with Li et al. (2020) regarding the importance of online delivery for halal entrepreneurial performance. In the digital era like today, millennial entrepreneurs of halal SMEs focus on providing product information with better attributes and with higher average ratings. In making difficult choices between product attributes, most millennial entrepreneurs use online application platforms with a higher review (Sukesi & Hidayat, 2019). However, preferences for products that are ranked higher

can be overwritten by a negative or positive review that positively impacts purchases. Unlike older adults, they do not consider collected information and positive reviews that focus on positive experiences with their products, but are easily swayed by reviews that report negative experiences (Martin, 2020). The study confirms that without online delivery, halal entrepreneurial performance is insufficient, as it significantly contributes to the increase in performance for halal businesses in Indonesia.

Additionally, this study found that millennial entrepreneurs of halal SMEs with an entrepreneurial mindset are more likely to use online systems. Based on the above discussion, it is evident that the influence of online applications should be investigated in order to determine their impact on halal entrepreneurial performance. When halal SMEs utilize online applications as a firm resource to increase their performance, it boosts the entrepreneurial competency of halal entrepreneurs of SMEs and helps them align their business with the food and beverage sector in Indonesia. Therefore, the effect of online application among millennial entrepreneurs of halal SMEs as a moderating variable on entrepreneurial competencies towards halal SMEs' performance is considered one of the essential resources that play a vital role in the growth and success of SMEs.

4.12 Summary

This chapter presents a thorough analysis and elaboration of the findings obtained in the dissertation. The chapter starts with a detailed discussion of the data collection process, followed by a comprehensive review of the demographic background of the respondents. After highlighting the significant demographic characteristics, the chapter applies a variance-based structural equation modeling (PLS-SEM) approach to analyze the data. The reliability and validity tests conducted demonstrate that this model is appropriate for

understanding individuals' entrepreneurial behavior, as it fits well. Furthermore, the effect size estimates and predictive power of the model demonstrate its strong potential for predicting outcomes.

However, the results of this study reveal that some of the proposed hypotheses have indirect effects on entrepreneurial behavior rather than direct effects. Furthermore, the effect size of predictive variables on potential entrepreneurial behavior demonstrates the logical relationship and rationale behind the presented constructs. This study also suggests that an online application can serve as a moderator to obtain more comprehensive results and a better understanding. The study confirms the important role of online applications in enhancing superior performance among SMEs in Indonesia. The various findings of this study will fill the gaps in previous studies by introducing a new conceptual model, variables, theoretical framework, and data.

In addition, the proposed conceptual model is evaluated using the Goodness of Fit (GoF) index, which demonstrates the simplicity and adequacy of the study. This study highlights the significance of halal entrepreneurial mindset and halal certification in shaping halal entrepreneurial performance. Furthermore, the purpose of this chapter was to address the inconsistencies found in previous research regarding the role of RBT. This chapter indicates that the study's conclusions are now supported and validated by comprehensive statistical analysis. Based on these findings, it is now necessary to draw a conclusion that highlights the contribution made to knowledge by this study. The discussion will continue with the conclusion of these findings in the next chapter.

CHAPTER 5

CONCLUSIONS

5.1 Introduction

Despite a lack of comprehensive empirical evidence on the usefulness of a halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application on halal entrepreneurial performance. In recent times, developed and expanding entrepreneurships have placed a greater emphasis on establishing halal SME. Despite the fact that a number of prior researches have attempted to determine halal entrepreneurial performance, a number of researchers (e.g., Al-Ansi & Han, 2019; Elias et al., 2019; Asnawi et al., 2018) have recounted and defined the role of constructs of the principle of capabilities in predicting halal entrepreneurial performance. However, the elements of halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application have by no means been investigated within the context of halal entrepreneurial overall performance. The findings derived from data analysis and testing of the conceptual model indicate that halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application have a significant impact on halal entrepreneurship performance in West Borneo, Indonesia.

The findings of the present study are supported by the excellent empirical results and applicability of the suggested conceptual model, which have been discussed in prior chapters. On the basis of a comprehensive literature review, which is presented in chapter 2, the researcher concludes that there are a number of factors that influence halal entrepreneurial performance; few of the factors have been investigated in prior research, either through the implementation of resource-based Theory in entrepreneurship.

Previous research endeavored to explain business performance. Similar to other control performance that does not require a substantial number of resources, regardless of the halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application. This study argues that a halal entrepreneurial mindset and halal certification have a significant impact on entrepreneurial competency and effectual logic in halal SMEs. The previous chapter has provided a comprehensive review of conclusions derived from empirical evaluation of data. The bulk of hypotheses are found to be substantially validated, and the proposed conceptual model has a good predictive value for clarifying the halal entrepreneurial performance of individuals. In addition, it is important to highlight that the Goodness of Fit (GoF) value of the conceptual model indicated an exceptional fit. This chapter discusses the fundamental assumptions of the investigation. This chapter sought to explain the significance and interrelationships of entrepreneurial competency, halal entrepreneurial mindset, halal certification, and halal entrepreneurial performance.

Moreover, this chapter includes a comprehensive appraisal of the study's contributions and achievements. In order to establish new research paths in the field of entrepreneurial growth, research barriers and future research orientations are also thoroughly investigated. This chapter is meant to expand theoretical understanding and knowledge of halal entrepreneurial performance and entrepreneurship development in a broader framework. Figure 5.1 shows the organizational structure of this chapter.

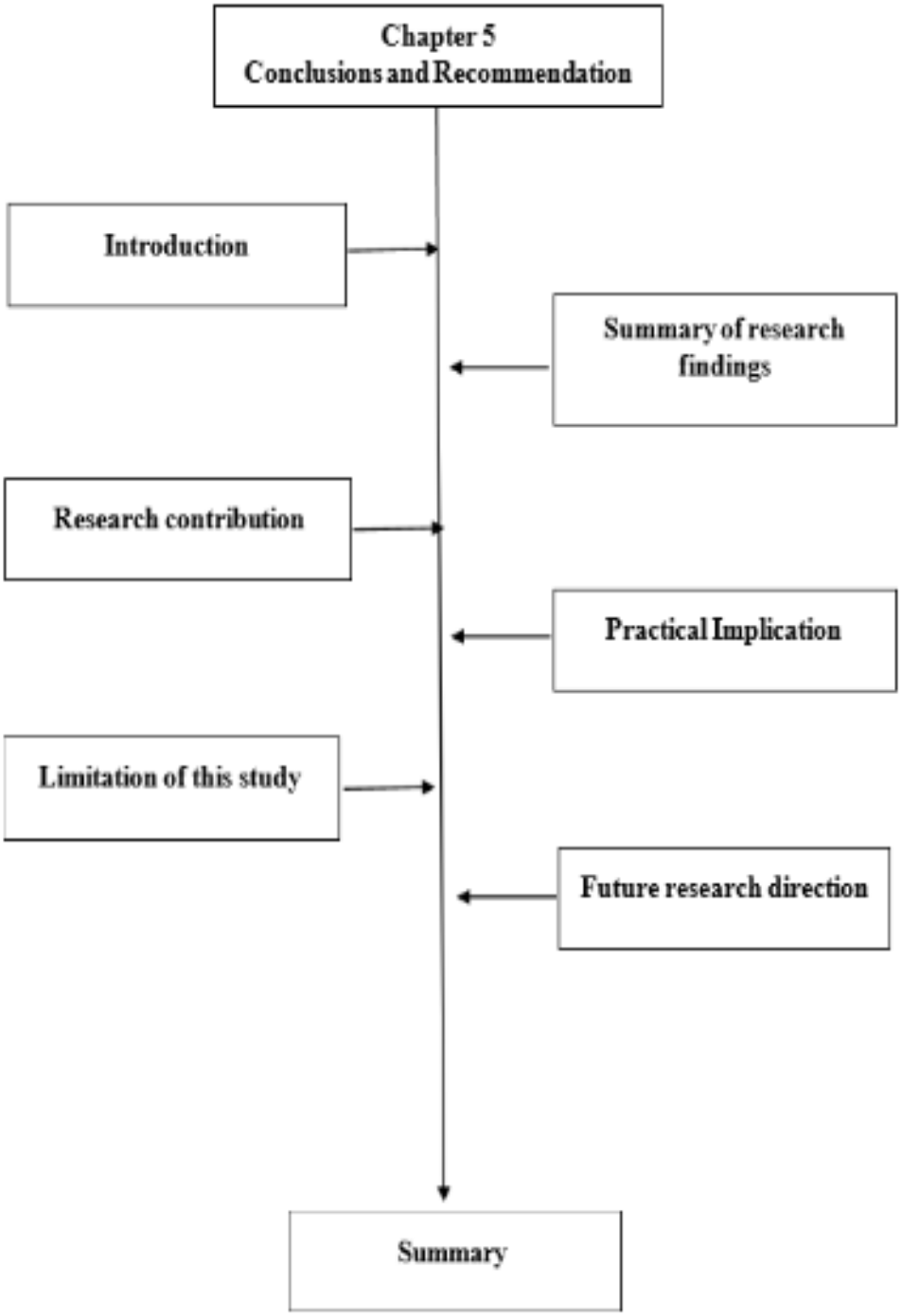


Figure 5.1: Organizational Structure of Chapter 5

5.2 Summary of Research Findings

5.2.1 Introduction

This study is based on an exploratory investigation into a relatively unknown field, namely halal entrepreneurial performance. Despite the fact that a few academics in the past (e.g. Muflih & Juliana, 2020; Farah, 2020) sought to determine the performance of halal entrepreneurship, much remains to be explored. In this regard, it is essential to mention that the findings of this study are unique to this investigation and investigate the significance of a halal entrepreneurial mindset and halal certification in explaining halal entrepreneurial performance. In addition to fulfilling the research questions provided in the first chapter, the objectives and goals of this study are also obtained. The conceptual framework of this study has been empirically analyzed, and it has demonstrated a high level of predictive validity, along with a high Goodness of Fit (GoF) score. However, the findings of this study presented a significant advance in the literature on entrepreneurship and shed light on new elements of halal entrepreneurial performance by extending the principle of resources, capabilities and performance.

In addition, this study links the role of online application as moderator. It has been discovered that the correlation between entrepreneurial competency and effectual logic is neither statistically strong. The purpose of this study is to synthesize the findings that emerged during the methodology of the investigation. Since all testing of hypotheses and character outcomes were described in the previous chapter, this study is now confined to summarizing the typical results of this investigation. The originality of this chapter lies in its focus on addressing a gap in the literature, contribution to knowledge, integration and expansion of concepts, extension of theoretical frameworks, interdisciplinary approach, and

practical implications. These aspects collectively underscore the study's innovative approach and its potential to advance both theoretical understanding and practical applications in the field of halal entrepreneurship.

5.2.2 The Significance of Halal entrepreneurial mindset.

This study aims to investigate the relevance of a halal entrepreneurial mindset to halal entrepreneurial performance. Even though a halal entrepreneurial mindset is a crucial factor for aspiring entrepreneurs, it has been ignored in earlier research (Mulindabigwi & Kayitana, 2018; Saptono et al., 2020; Farida et al., 2022; Cui & Bell, 2022). Moreover, Mulindabigwi and Kayitana (2018) and Cui and Bell (2022) have failed to indicate the details of its effect on entrepreneurial performance, which is relevant to entrepreneurial development. The analysis of the halal entrepreneurial mindset and its effect on underlying latent variables has yielded excellent results. This study's empirical data demonstrate that a halal entrepreneurial mindset has a substantial impact on hypothesized route linkages for explaining halal entrepreneurship performance. Specifically, based on the findings of the previous chapter, it is clear that a halal entrepreneurial mindset of millennial entrepreneurs has a substantial and direct impact on entrepreneurial competency, effectual logic, and halal entrepreneurial performance. This current study supported the finding of Suzianti et al. (2023) that investigated millennial entrepreneurs of SMEs playing an essential role in the development of a business in Indonesia. In addition, this study examines all elements of the halal entrepreneurial mindset such as elaborating (deliberating and planning) and implementing (acting and evaluating) mindsets. Unique to this research, it was discovered that halal SMEs with a high halal entrepreneurial mindset had a high focus on halal entrepreneurship overall success.

These data indicate that a halal entrepreneurial mindset has the greatest influence on entrepreneurial competency and effectual logic. This finding demonstrates that a halal entrepreneurial mindset is highly connected with halal entrepreneurial performance. It provides policymakers with insight into the relative significance of a halal entrepreneurial mindset, a phenomenon that is entirely unique. In conclusion, the halal entrepreneurial mindset has a significant role in the construction of halal entrepreneurial performance since entrepreneurial competency, effectual logic and online application are significantly boosted in the presence of a halal entrepreneurial mindset.

The finding of the current study is consistent with RBV that has been utilized as a paradigm and cognitive capability for predicting competitive advantages and performance outcomes, notably how the internal capabilities and resources of halal SMEs improve competitive advantage, hence enhancing performance. This study pointed out that RBV has successfully explained the importance of providing halal entrepreneurial mindset such as elaborating (deliberating and planning) and implementing (acting and evaluating) mindsets of halal entrepreneurial mindset to explain the halal entrepreneurial performance which are described by Mathisen and Arnulf (2013). Moreover, the distinctive capabilities of elaborating and implementing resources that RBV represents enable halal SMEs with these intangible assets to attain a desirable competitive advantage or performance. Hence, this study found that RBV contributes to the significant role of halal entrepreneurial mindset on halal entrepreneurial performance among SMEs.

5.2.3 The Significance of Halal Certification

This study's findings demonstrate the significance of halal certification in explaining the contribution in halal entrepreneurial performance by means of entrepreneurial

competency and effectual logic. It has been determined that halal certification has a substantial and direct impact on entrepreneurial competency, effectual logic, and halal entrepreneurial performance. Nonetheless, this finding of this study found different effects of halal certification for assessing the halal entrepreneurial performance (Akbar & Rohman, 2023; Othman et al., 2017; Farah, 2020). This study argued that in order to increase SMEs business performances, halal certification played a significant factor in being able to improve halal SMEs' performance, especially in the context of halal food and beverage industry in Indonesia. This discussion and the empirical data presented in the previous chapter lead to the conclusion that halal certification is a significant contributor to the performance of halal SMEs.

The significance of halal certification for halal SMEs in this study is consistent with the study findings of Giyanti et al. (2021); Othman et al. (2019) showed that there is a significant relationship between halal certification and firm performance. According to Giyanti et al. (2021), innovation can bring the firm superior in the market and competition. Meanwhile the significance of halal certification for halal SMEs is related to their effects significantly on market performance of halal certified food companies. Also, the higher demand of halal certified foods comes from non-Muslims that are caused by safety and freshness of food and higher quality of goods by implementation procedures of governmental control.

The significance correlation between halal certification and halal SMEs' performance extends the Resource-Based View (RBV). The RBV theoretical concept stated by Barney (1991) is a method to analyze a company's development strategy viewed from its existing resources, including assets, capabilities, competencies, halal SMEs processes,

information, and knowledge, can be leveraged and cultivated to gain a competitive edge in the market. Obtaining a Halal certification, whether in the form of a license, logo, or seal, serves as an official recognition for a company ensuring that its food products adhere to Islamic standards in terms of sourcing, processing, and distribution. This certification has emerged as a novel marketing strategy that captures the interest of consumers. Furthermore, it provides halal SMEs with a competitive edge in a challenging business environment and holds the potential to generate significant financial gains, potentially superior performance. Halal SMEs which have accurate strategy through halal certification will win over a long-term tight competition. Halal SMEs applying RBV concept will not only be sustainable competitive, but also can sustainably win the competitive advantages and possibly control the material assets both tangible and intangible.

5.2.4 The Significance of Entrepreneurial Competency

This study found that entrepreneurial competency has a significant effect on halal entrepreneurial performance. The finding of the current study supports the notion of Seraj et al. (2022) by showing that entrepreneurial competencies play an essential role for millennial entrepreneurs in achieving competitive advantage and SMEs performance. Moreover, the millennial entrepreneurs play a vital role in providing strategy, improving individual sources of income, improvement of opportunity recognition, forging of innovation, and new ideas. The adaptability, perception, and competencies of millennial entrepreneurs distinguish them from those of earlier generations. These entrepreneurs exhibit unique skills and characteristics that enable them to effectively plan, set goals, manage risks, and, importantly, sustain their businesses over the long term.

This study utilized the resource-based view (RBV) to analyze the performance of halal SME resources, competencies, and capabilities. The underlying principle of the RBV theory postulates that if a business acquires and manages valuable, rare, inimitable, and non-substitutable resources, capabilities, and competencies, it can attain competitive advantage and sustainable performance. The accessibility of unique resources largely relies on entrepreneurial competencies. Resources that can create sustainable halal SMEs performance, such as entrepreneurial competencies particularly in identifying opportunities, building partnerships, and managing the business well, refer to higher levels of commitment, conceptuality, and effective strategies. The dimensions of entrepreneurial competency in this study involve opportunity recognition competency and strategic competency enabling entrepreneurs to apply strategy and competencies accurately toward halal entrepreneurial performance in Indonesia.

5.2.5 The Significance of Effectual Logic

In terms of halal SMEs, this study confirms that effectuation logic of entrepreneurs plays a significant role of halal entrepreneurial performance. Moreover, this finding is consistent with previous studies in the field of effectual logic (Long et al., 2021). Furthermore, this finding suggests that entrepreneurial performance is insufficient without effectual logic, because of its highest direct effect size. In addition, these findings endorse the notion of Kogut et al. (2023); Ranabahu and Barrett (2020) by using this logic, millennial entrepreneurs of halal SMEs transform existing decisions, including their experiences, knowledge, and personal network ties, into new valuable resources that can be leveraged to create new opportunities to gain performance. On the basis of above discussion, it is concluded that significance of effectual logic warrants halal SMEs and was worth examining for determining the halal entrepreneurial performance.

The RBV upholds that the sources of effectual logic could be precious, rare, and inimitable by competitors, since effectual logic have been labeled as highly valued resources. It is useful to remember that effectuation theory has positioned itself as a resource-based-view (RBV) theory with an emphasis on initial resource and strategy (Karami et al., 2023). The correlation between RBV and effectual logic is new insight in RBV study. RBV in entrepreneurship research closely linked with decision-making is an opportunity. Entrepreneurship encompasses the examination of potential opportunities, the process of identifying, assessing, and capitalizing on these opportunities, and the group of individuals responsible for uncovering, appraising, and seizing them. Entrepreneurship involves the study of sources of opportunities; the processes of discovery, evaluation, and exploitation of opportunities; and the set of individuals who discover, evaluate, and exploit them. Effectuations, on the other hand, engage in the entrepreneurial decision-making process to achieve the best possible strategic results from leveraging the available resources and controlling environmental uncertainty.

5.2.6 The Significance between online application and halal entrepreneurial performance

The study suggests that online application has the largest effect on the performance of halal entrepreneurship. This finding is consistent with that of Lee and Leonas (2021); Reddy and Aradhya (2020); and Gao et al. (2023) who revealed that SMEs utilizing digital platforms to sell their products to achieve superior financial results, enabling them to invest in sustainable operations. Furthermore, numerous small and medium-sized enterprises (MSMEs) embraced digital marketing tools and strategies to connect with potential customers, thereby enhancing their overall performance (Qalati et al., 2022). The millennial generation within small and medium-sized enterprises (SMEs) is drawn to diverse media

platforms, frequently engaging with blogs and social networks. They rely heavily on virtual viewers' opinions when making decisions. Similarly, millennials in SMEs in Indonesia dedicate a significant portion of their time to virtual environments. Here, they not only cultivate social connections within the network but also actively share knowledge, communicate, and interact with one another. SMEs tend to have a higher prevalence of digital adoption as they can allocate more resources and leverage extensive networks for technological investment (Solomon et al., 2023). Consequently, the positive and significant relationship online application in determining halal SMEs' performance.

The resource-based view (RBV) of the SMEs aims to identify the resources and capabilities that enable a firm to attain a level of performance that cannot easily be matched by competitors. Interestingly, early RBV theorists emphasized that resources, by themselves, cannot be valuable unless they create distinct strategic options for a firm (Peteraf, 1993), or when they enable firms to conceive of and implement value-creating strategies. In order to fulfill this promise of the RBV in strategy, there are a number of opportunities to build upon and extend research that has begun to explore contingencies for different resources and capabilities. Given these opportunities to build upon and extend RBV in this study, online application is utilized to identify a particular technology-related capability that is consistent with resource-based logic. This would help to identify other resources and capabilities that are consistent with the tenets of RBV and to specify the boundary conditions under which they are likely to generate superior performance. The RBV identifies how halal SMEs develop a capability in adopting online applications and managing collaborative agreements to achieve greater halal entrepreneurial performance.

5.2.7 Mediating effect

This study pointed out that the mediating role of entrepreneurial competency has a significant impact on the performance of halal SMEs. This finding broadly supports the work of Luo et al. (2022); Ismail (2022); Khan et al. (2020) that links entrepreneurial competency with performance. Based on statistical results, the current study showed that entrepreneurial competency enables a halal entrepreneurial mindset and halal certification becomes essential factors to increase the halal business performance in Indonesia. Entrepreneurial competency helps owners of SME to address entrepreneurial problems in a unique way that entrepreneurs with a high level of competencies can extract opportunities from problems. Moreover, this study found that halal entrepreneurs with knowledge of halal products and consumers' perspective on the way they operate encourages them to be conscious of the potential positive or negative impact of their own behavior, understanding business strategy through entrepreneurial competencies.

Furthermore, this study indicated that entrepreneurial decision-making is the core of the implementation of effectual logic of halal SMEs. This study supports evidence from previous observations (e.g., Smolka et al., 2018; Vanderstraeten et al., 2020) proved that combining causation and effectuation positively relates to innovativeness and SME performance, especially in unpredictable environments under the RBV approach. Moreover, entrepreneurial thinking of halal SME has been highlighted as a primary determinant of entrepreneurs' decision-making in halal market. Effectual logic presents a more pragmatic view of the entrepreneurial process that likened the entrepreneurial process to the development of expertise. The finding of the current research aligns with the findings of Nixon and Valliere (2021) argued that effectual logic among millennial entrepreneurs provides useful decision-making to achieve halal SMEs' goals in the face of an uncertain

future and profit in the digital era. In addition, effectual logic provides useful design principles for transforming extant environments into new futures of halal SMEs in Indonesia from manual transaction to online. Effectual logic promotes the co-creation of non-existing markets in alliance with relevant companies such as online application to increase the performance of halal SMEs in Indonesia.

Therefore, the mediating effects of entrepreneurial competencies and effectual logic play a significant contribution to expand the RVB. In line with this argument pertaining to the RBV perspective that SMEs' performance focuses on valuable, rare, non-substituted and imitable. The findings also successfully fulfilled empirical gap which indicated the failure of entrepreneurial competency in explaining SMEs' performance (Esubalew & Raghurama, 2020). Moreover, the mediating role of entrepreneurial competencies and effectual logic become crucial factors to determine competitive advantage and performance among competitors of halal SME.

5.2.8 Moderating effect

Online application provides significant moderating impact on halal SMEs in this study. The development of online applications increases halal SMEs' performance in Indonesia. Online application can become the new way to implement and reach highly competitive sustainable advantages within the business environment for halal SMEs in Indonesia. The finding of this study agrees with Martin's (2023) findings which showed a positive mediating impact on business SME' performance. This study argued that the adoption of online application by halal SMEs is determined by entrepreneurs' intentions of the impact of digitalization where it is a combination of the person's mindset and decision as well as perceived usefulness of a certain application. Furthermore, halal SMEs should focus

on customers by providing online applications that can provide them convenience through saving time and effort. Thus, this study advises that the website must be user friendly and be able to process the customer's request as quickly as possible.

5.3 Research Contributions

5.3.1 Introduction

As indicated in the opening chapter of this study, a portion of the study's contributions is obtained from the present study. This section is intended to highlight the specific contributions made to this study based on theoretical and practical implementation. Since the literature gap of previous research is addressed and a new conceptual model is empirically demonstrated, this study contributes to the broad body of knowledge within the field of halal entrepreneurship by primarily explaining halal entrepreneurial performance. Theoretical and methodological contributions are discussed to highlight the significance of this study for the standard framework of knowledge within entrepreneurship research. The remainder of the discussion focuses on the precise clarification of the theoretical contribution noticed through the methodological and contextual contributions of this study.

5.3.2 Theoretical Contribution

The overarching purpose of this study is to contribute to the development of theory within the literature of halal entrepreneurial performance research by extending the RBV within the context of halal entrepreneurship in Indonesia. Furthermore, this study aims to address this gap in the literature and contribute to the overall body of knowledge by analyzing potential factors of the halal entrepreneurial mindset and halal certification using a rigorous research design. This study adds to the development of entrepreneurial theory by integrating, inventing, and expanding the concept of halal entrepreneurial mindset, halal

certification, entrepreneurial competency, effectual logic, and online application consideration for determining halal entrepreneurial performance, as well as extending Penrose (1959) concept of RBV.

The Resource-Based View implies that a firm's internal attributes and performance are crucial factors in determining its ability to attain sustained competitive advantages (Barney, 1991). A resource is considered as the core in the RBV theory due to its main role in providing inputs to the firm's processes and activities (Barney, 1991), whereas capabilities arise as a result of the firm's ability in creating value of the process through utilizing and combining the resources. The previous studies argued that one of the problems in implementing RBV in term halal entrepreneurship is the lack of knowledge about how to link the strategy and capability, which can make it difficult for businesses to obtain competitive advantage and performance (Islam et al., 2023; Urumsah & Puspitasari, 2021).

Several factors could be explained by the findings of the current study. This study extends the RBV by investigating the significant role of halal entrepreneurial mindset and halal certification affecting halal entrepreneurial performance. The RBV conceptualizes halal SMEs as a pool of resources and capabilities that provide sustained advantages over competitors and deliver superior performance for halal SMEs. Moreover, these resources and capabilities depend on the SME's relationship with the natural environment, healthy food quality, and social well-being. Second, the study examining the mediating effect of entrepreneurial competency, and effectual logic as new constructs in term capability and strategy which proposed by (e.g., Barney, 1991; Wernerfelt, 2013) which the concept of examining the position of entrepreneurial competency, and effectual logic are crucial to determine halal SMEs' performance. The moderating role of online application also

significantly contribute to understanding of RBV in the digitalization era especially after Pandemic Covid-19 among millennial entrepreneurs of halal SMEs. In addition, Millennial entrepreneurs within halal Small and Medium Enterprises (SMEs) have the potential role in executing halal entrepreneurial performance to convert their skills, experiences, knowledge, and personal network connections into valuable resources. These resources can be effectively utilized to explore fresh opportunities, enter untapped markets, and secure a competitive advantage compared to non-halal businesses.

By demonstrating the significance and predictive value of the suggested theoretical model, this study has achieved its primary goal. The study concludes, in light of the previous debate, that the approach to offer a theoretical contribution to this study is to embody completely recursive attention to practical difficulties in RBV. This will be accomplished in part by ensuring that this program provides an orientation towards science as a path, not just to strengthen its relevance to practice but also to question its utility for halal business.

5.3.2.1 Development of a halal entrepreneurial mindset concept

This study aims to contribute to the contemporary literature on entrepreneurship research by examining the correlations between halal entrepreneurial mindset and halal certification that have an impact on halal entrepreneurial performance. Through the study of hypothesized route relationships, it was determined that the halal entrepreneurial mindset perspective has a substantial and direct influence on entrepreneurial competency, effectual logic, and halal entrepreneurial performance. In addition, the findings of this study indicated that the concept of halal entrepreneurial performance is well-defined by the simultaneous association of a halal entrepreneurial mindset with various influencing factors, including entrepreneurial competency, effectual logic, and halal entrepreneurial performance. In

conclusion, the halal entrepreneurial mindset is an extremely influential factor for halal entrepreneurship performance that has been neglected by the previous study.

5.3.2.2 Development of halal certification concept

Due to a lack of empirical studies, there is insufficient evidence to support this halal certification. By examining the halal certification within the context of existing conceptions of the principle of the strategy of RBT, this study provides specific conclusions that were absent from prior research (e.g., Khan et al., 2020; Al-Ansi & Han, 2019). In addition, this study expands the research of the results of halal certification to entrepreneurial competency, effectual logic, and halal entrepreneurial performance. This study's findings indicate that the influence of halal certification on the constructs of the structural model is substantial. More precisely, halal certification has a substantial and direct impact on entrepreneurial competency, effectual logic, and halal entrepreneurial performance.

5.3.2.3 Extending Resource-based Theory

The theoretical contribution is also provided by extending Penrose's (1959) principle of RBT within the context of halal entrepreneurial overall performance study, which is a step toward the improvement of empirically proven theories within the field of entrepreneurship development in terms of strategy and capabilities. Numerous studies agree that if a concept is merely copied from another profession such as economics, or method, and is not usually lengthened or refined, then the addition to the concept is negligible and of low relevance (Ladik & Stewart, 2019).

In addition, empirical examination of size models and structural models has demonstrated the significance and predictive value of a halal entrepreneurial mindset and halal certification as a halal SME strategy. In addition, the logical relationship between a

halal entrepreneurial mindset and halal certification, and halal entrepreneurship performance is established and supported by findings from prior research. Therefore, our findings represent a significant advance in the literature on entrepreneurship and shed light on new elements of halal entrepreneurial performance by extending the principle of RBT.

5.3.2.4 Development of halal entrepreneurial performance

This study contributes to the current body of knowledge regarding halal entrepreneurial performance research by presenting specific constructs based on the principle of RBT. In an effort to increase our understanding of halal entrepreneurial performance, this study combines the concept of halal entrepreneurial performance with a halal entrepreneurial mindset and halal certification. As stated previously, the originality of contribution is something that is unique and distinguishable from all previous studies. In order to achieve the aims of this study, the relationship between a halal entrepreneurial mindset, halal certification, and halal entrepreneurship performance will be investigated in each viable setting. This study, therefore, extends the way of halal entrepreneurship performance by including new exogenous factors as well as model concepts. In particular, the empirical validity of this study broadens the impact of mediating and moderating effects on entrepreneurial performance.

5.3.2.5 Advancement of Entrepreneurial Development Studies

This study's findings indicate the significance and predictive value of a halal entrepreneurial mindset and halal certification. This study provides a comprehensive analysis of the logical relationship between strategy and resources, and halal entrepreneurship performance. As stated in the previous chapter, the issue of the halal entrepreneurial mindset and halal certification was overlooked. Therefore, this study is

regarded as an entirely original contribution to the advancement of entrepreneurial enhancement research. Discussion of the relationship between halal entrepreneurial mindset, halal certification, and halal entrepreneurial performance indicates the significance of the role of the halal entrepreneurial mindset, halal certification, and halal entrepreneurial growth.

5.3.3 Methodological Contribution

Methodological contributions hold significance as they empower scholars to address novel inquiries regarding the behavior and performance of individuals, groups, and organizations (Bergh et al., 2022). Additionally, they provide the means to re-examine existing questions with greater rigor by recognizing and addressing the threat of endogeneity-reshaped research design and analytical practices. This study's objectives are attained by employing appropriate research methods and techniques. The selection of research method and strategy was based on a thorough analysis based on the need of analysis such as sample and geographic elements of this study. This study presents a methodological contribution by giving a new perspective on study design, conceptual model, and variance-based structural equation modeling PLS-SEM. It is important to note that PLS-SEM was chosen since it meets the objectives of this study well. The novelty of this sentence lies in its methodological contribution, the introduction of MSEM-PLS, employment of different dimensions for construct assessment, contextual focus on halal entrepreneurs in Indonesia, and potential for advancing knowledge in the field. These aspects collectively highlight the study's innovative approach and its potential to contribute to both theory and practice in halal entrepreneurship research.

5.3.3.1 Contribution to Research Design

This research aims to employ a survey-primarily based information collection

strategy, relying on a conceptual model supported by theory. The data were collected from 415 of halal SMEs in West Kalimantan, Indonesia through Google Forms via WhatsApp Group of halal SMEs under MUI of West Borneo. Furthermore, the dimensions employed to assess all the constructs in this study differ from those used in prior research (Islam, 2023; Martins, 2023; Qalati et al., 2022). According to Hair et al. (2021), samples above 100 are classified as large data and this statement is also supported by the argument of Bergh et al. (2022) stating that methodological contributions with large samples are rare and aspirational. Therefore, this study argues that 415 halal SMEs are the representative number to expand the methodological contribution to examine new dimensions, constructs, and valid data in this study. The analysis involved utilizing Structural Equation Modeling (SEM) with the partial least squares (PLS) version 3.2.2, which was employed to concurrently assess direct relationships, mediating, and moderating effects in this study.

5.3.3.2 Contribution to Conceptual Model

This strategy and method justify the researcher's choice of appropriate paradigm and sample procedure to ensure the sanctity and simplicity of the suggested conceptual model. In addition, the evaluation of the hypothesized relationship between a halal entrepreneurial mindset and halal certification, as well as the current constructs of the theory of RBV, marks halal entrepreneurial competency, halal certification, entrepreneurial competency, effectual logic, online application and halal entrepreneurial performance design strategy for entrepreneurship-related halal SME’s research by extending the RBV within the context of halal entrepreneurial performance. This study is the most recent attempt to determine the role of halal entrepreneurial mindset and halal certification as independent variables, and entrepreneurial competency, effectual logic as mediating variable as well as online application as moderating variable in explaining halal entrepreneurship performance. This

study's specific research design and methodology provide empirical evidence of the value of a halal SME within the context of entrepreneurship development. The new insight lies in its methodological justification, evaluation of hypothesized relationships within the RBV framework, focus on halal entrepreneurship, comprehensive examination of multiple variables, and emphasis on empirical evidence and practical implications. These aspects collectively highlight the study's innovative approach and its potential to advance knowledge in the field of halal entrepreneurship research.

5.4 Practical Implication

5.4.1 Introduction

This paper focused on developing a new entrepreneurial model of halal SMEs growth to account for the factors influencing the growth of halal businesses in a developing country. This section aims to provide light on the substantial practical consequences of this study's findings. The findings of this study will serve as benchmarks for the development of halal entrepreneurial enhancement and policymakers to support SMEs in Indonesia. It will act as a guidance for future academic research in the subject of entrepreneurial growth and halal SMEs.

The study contributes to the current knowledge on (entrepreneurial and organizational) SME performance. The research contributes to the literature on SME opportunities and competencies. This research will aid in the development of government and non-government small and medium-sized enterprises (halal food-based), which will raise the graph of business successors and contribute to the performance of SMEs. The study employed a novel theory and suggests that halal food-based SMEs are linked to entrepreneurship theory and RBT, which plays a significant role in the relationship between

knowledge management practices, dynamic capabilities, and opportunity recognition for halal SME performance. This work will also aid future researchers in related domains, resulting in improved outcomes. Therefore, there are some implications can be provided as followed:

5.4.2 Formulation of Entrepreneurial Development Programs

It is important to note that policymakers have devoted a considerable lot of interest to entrepreneurial growth in recent decades. It is predicted that this study will have significant practical implications for policymakers and will serve as a guide for the development of entrepreneurship development programs. The majority of this study's practical consequences relate to the enhancement of managerial practices for entrepreneurship. The findings on significant relationship between halal entrepreneurial mindset, halal certification, entrepreneurial competency, effectual logic and online application on halal SMEs performance in the conceptual model provide exciting insight for policies related to entrepreneurship development programs, particularly entrepreneurial capabilities development programs. The findings of this study indicate that approaching through halal entrepreneurial mindset halal certification, entrepreneurial competency, effectual logic and online application have a substantial impact on their entrepreneurial performance in Indonesia.

These findings provide the foundation for developing approaches for strengthening entrepreneurship development programs, especially increasing the awareness that the role of halal entrepreneurial mindset halal certification, entrepreneurial competency, effectual logic and the use of online application will gain competitive advantage and SME performance now and in the future. It should be noted that numerous aspects of entrepreneurial

competency and effectual logic to make the right decisions have been evaluated and determined to be large and equally essential for aspiring entrepreneurs. This study claims that the outcomes of this study may be useful for increasing the deployment of sources and selling halal products by small and medium-sized enterprises as capability SMEs. The discussion continues with the practical implications of this study for policymakers and academics.

5.4.3 Implication for Policy Makers

For the government, the significant contribution of halal entrepreneurial mindset halal certification, entrepreneurial competency, effectual logic and online application in this study pay serious attention because, as known, these factors are important indicators in driving halal SME performance in the middle of hypercompetitive market and improving a country's economy. The government, therefore, needs to make various efforts, such as conducting socialization through seminars or workshops on halal knowledge literacy. Thus, with these activities, it is hoped that the level of halal knowledge literacy of the millennial generation in Indonesia can increase. Then, halal companies should be able to create or offer even more attractive halal products, especially asset management, investment, and financing products, to attract millennials to use them by adopting online applications. It is necessary to consider including a discussion of digital literacy, especially halal entrepreneurial mindset halal certification, entrepreneurial competency, effectual logic, into the routine agenda in digital advertising so that the level of understanding of the millennial generation on this matter can be increased.

The previous study has used subjective information to measure performance, such as product orientations, customer orientation, creativity and innovation (CI), and business profit

earned. This study reveals that halal SMEs can consider online application as a novel opportunity and business creativity to gain a competitive advantage. Halal SMEs must also form strategic alliances with other businesses to broaden their market and product offerings. In emerging economies, fostering the entrepreneurial capabilities of halal small and medium-sized enterprises (SMEs) becomes crucial for economic development.

This study will also assist small and medium-sized enterprises (SMEs) develop a more effective strategy for transmitting information inside an organization to establish a more conducive environment for achieving goals versus competition. It is vital for the performance and economy of companies due to a lack of internal and external data, which influences performance. An invention with the dynamic capacities of SMEs, for instance, fosters organizational and entrepreneurial qualities across organizational borders. This study can also be beneficial to new researchers in terms of research and to established businesses in terms of improved performance. These findings also provide a larger context for the literature on knowledge management techniques and SME success. This research thereby contributes to the conceptual foundation for entrepreneurial performance.

Moreover, the crucial role that emotion plays in preference formation gives an opportunity and approach to expand halal SMEs and anticipate millennial and younger clients to link their purchases to halal products. Lastly, the issues linked with health, safety, quality, the environment, and the moral treatment of animals can be similarly elaborated to increase awareness and knowledge of the halal concept not only among Gen-Y Muslims, but also among non- Gen Y Muslims.

5.4.4 Implication for Academicians

As stated previously, the purpose of this study is to contribute to the literature on

entrepreneurial development and to fill the identified gap in the entrepreneurial literature. The characteristics of a company are associated with superior performance, may it be possible to utilize existing structures or attempt to comprehend how organizational players in a social setting see their circumstances or environment or attempt to comprehend event sequence relationships. The different roles of studies necessitate the implementation of an investigation of distinct types of standards and interactions between standards.

In addition, this study recommends that, in order to broaden the scope of our theoretical contributions, academicians should enhance their reputation for application-driven theory by authentically enacting and developing ideas that are useful and inform us regarding future thoughts and actions. Similarly, this study can serve as a manual for future researchers and academic college students, as it identifies the significance of a halal entrepreneurial mindset and halal certification for halal entrepreneurship performance, something that has not been accomplished in prior research. This study has opened up new avenues for academics and researchers in the field of halal entrepreneurial business research by studying the role of strategy and RBT in a novel research study. The exploratory nature of this study's findings necessitates comprehension by future studies.

To validate the conclusions of this study, it is necessary for future academicians to do additional research. This model will serve as a foundation for future researchers to provide a deeper understanding of the role of halal entrepreneurial mindset and halal certification in terms of strategy and capability in determining the halal entrepreneurial performance of SMEs. In addition, the conclusions of this study will assist students in developing their knowledge in the areas of halal perspective, halal certification, and entrepreneurial performance. Now, discussion over the limitations of this study continues in

the next phase.

5.5 Limitations of the Study

Throughout the entirety of the research procedure, a number of obstacles were encountered. Despite the fact that every attempt was made to ensure the generalizability and integrity of this study by employing the maximum feasible sources and the most recent versions of available software, the findings of this study are susceptible to a few limitations. It is important to note that the limitations of this study are discussed in order to establish guidelines for future research and serve as a signal for future studies. It is predicted that the uncovering of these limitations would allow future researchers to conduct more in-depth studies. This study's sample size is adequate for PLS-SEM evaluation; however, longitudinal research is required to gain a comprehensive finding of information series collected at predefined intervals over a number of years from the same organization of selected respondents. Due to time limits and lack of resources, it is no longer possible to conduct a longitudinal study; therefore, this is also considered a limitation of this study.

5.6 Future Research Directions

It is anticipated that this study will stimulate additional discussion in the area of entrepreneurship development. Future academics should investigate the role of Islamic and non-Islamic perspectives in determining halal entrepreneurship performance, as this is a relatively underexplored region. However, these notions are subject to a more rigorous review, allowing for the generalization of these findings to many situations and domains. From this study, a variety of research pathways can be developed, particularly for comparing the position of the halal entrepreneurial mindset and halal certification in associated social science fields. The previous section of this chapter elaborated on the various research

obstacles encountered by the researcher in the course of this investigation. Therefore, future academic curricula must explicitly address the obstacles. On the basis of the different obstacles outlined in the previous section, some study directions are identified for future scholars. The following guidelines for destiny research are derived from this study: Due to time and funding limitations, the scope of this study has been limited to respondents in Indonesia.

In addition, budgetary constraints where significant reasons why empirical research for this study was limited to halal SMEs Indonesia. Indonesia has one of the largest Muslim populations in the world and it is difficult for this study to cover all halal SMEs in Indonesia. Similarly, respondents from different cities and cultural backgrounds may also have different attitudes toward halal business. In future research, this issue can be addressed through a comparative analysis of respondents from two or more distinct countries or among Asian countries.

5.6.1 Investigation of Moderating Effects

Due to constrained assets and time constraints, this study was restricted to elucidating the role of halal entrepreneurial mindset and halal certification while utilizing several extant constructs of RBT. Future research can determine many aspects as moderating variables that may have an impact on the halal entrepreneurial success of SMEs, such as national culture and training level.

5.6.2 Analyzing Control Variables

In order to evaluate the ability variations in findings, a Multi Group Analysis (MGA) may be carried out on numerous managed variables, along with age, gender, parental occupation, stage, etc. Investigation of those moderating variables can offer a few particular

and thrilling insights concerning halal entrepreneurial performance. Moreover, such sort of research may be of giant significance to similarly refine the size of technology and signs associated with halal entrepreneurial performance.

5.6.3 Investigation of More Diverse Factors

As stated previously, the scope of this study was limited to determining the significance of the identified elements (i.e., halal entrepreneurial mindset and halal certification) on halal entrepreneurship performance. This study investigated new factors and their role in determining halal entrepreneurship performance. More exploratory research is required to identify the characteristics of a halal entrepreneurial mindset and halal certification. Future researchers are expected to investigate related aspects that could not be addressed in this work due to funding and time restrictions. In addition, future studies can investigate the role of a few new constructs in increasing our understanding of halal entrepreneurial performance. For instance, future researchers can utilize a comparable research methodology, literature, and technique to evaluate the impact of microfinance on halal entrepreneurship success.

5.6.4 Investigation in Different Contexts

Due to a lack of sources, the scope of this study's information collection was restricted to halal SMEs in Indonesia. Although a simple purposive sampling technique was used to increase the generalizability of this study's findings, it is far anticipated that other businesses would have particular attitude and social values, which also need to be evaluated. Consequently, future studies research may include another attitude, perceived technology use, or comparative analyses of respondents from various cultural backgrounds.

5.7 Summary

This chapter elaborates on the conclusions obtained from the review of this study's outcomes and findings. Specifically, the conclusion of this study addresses the significance of the important constructs of halal entrepreneurial mindset and halal certification proposed in this study. This discussion concentrated on the significance of all proposed conceptual version's constructs and fresh findings linked with those structures is highlighted. For a comprehensive explanation of the concept of halal entrepreneurial performance, this study's findings of halal entrepreneurial mindset and halal certification, entrepreneurial competency, effectual logic, and online delivery are essential. Two of these constructs (halal entrepreneurial mindset and halal certification) were unusual in previous studies on halal entrepreneurship performance, leaving a gap in the literature.

Further, it is found that online application is a strong moderator for the majority of literature explored in the theoretical version of this study. This study has effectively addressed the gaps identified in the research dilemma. In addition, empirical testing of the proposed conceptual model has validated this model's suitability for addressing the research problem. This study also provides empirical study to the research questions addressed throughout the discussion of the trouble assertion. Furthermore, the study's successes are demonstrated by its conclusions. On the basis of these data, the researcher concluded that the objectives of this study have been met effectively. This achievement of all research objectives is largely attributable to the proposed model of halal entrepreneurial performance, which served as a guiding principle and compass for the researcher during the entire research process

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These conclusions are made possible by the use of relevant research techniques, appropriate research methods, and statistical tools. Furthermore, this study's findings indicate that the researcher's choice of research methodology has a substantial impact on the testing of the proposed version of assessing halal entrepreneurial performance. Consequently, it is not always wrong to state that the selection of a suitable research method and layout also contributed to the superior performance of this study. Specifically, the use of variance-primarily based structural equation modeling (PLS-SEM) as a statistical instrument showed to be an appropriate selection for examining the linkages and predictability of the suggested model of the halal entrepreneurial performance of SMEs.

From this perspective, this study’s conclusions have highlighted the significance of this study. In addition, this chapter has shown the applicability of the study's findings in a variety of ways and circumstances. In addition, the rationale for the significance of these findings for policymakers is provided to highlight the significance of crucial aspects for promoting entrepreneurship among the Milliner generation. In addition, this chapter provides guidelines for future researchers to investigate halal entrepreneurship performance and its impact on the economic growth and development of a nation at the macro level. This study will aid future researchers as a stepping stone and principle that can be included in future research agendas. Despite certain obstacles, the success in explaining the significance of halal entrepreneurial mindset and halal certification for predicting the halal entrepreneurial performance of SMEs has extended the concept of RBT within the context of halal entrepreneurship and is regarded as a major achievement for this study.

Understanding halal entrepreneurial mindset and halal certification, particularly in the context of halal entrepreneurial performance, provides valuable insight and opens up new

opportunities for comparable research in the field of entrepreneurship development. As the study of these factors involved multi-disciplinary research, this research strategy has made a considerable contribution to the breadth of the literature on entrepreneurship development, which is applicable to multiple disciplines and fields of study. In addition, the body of knowledge, logic, and extensive discussion provided in this study validates its theoretical, methodological, contextual, and practical significance.

Empirical findings produced from this study have supported the researcher's argument for excessive predictive energy of strategy closer to halal entrepreneurial performance. A steady assumption in this study includes each, strategy and capability as potential predictors of halal entrepreneurial performance. With this finding, it is further concluded that halal entrepreneurial performance is an end result of an excessive halal entrepreneurial mindset and halal certification, entrepreneurial competency, effectual logic, and online delivery system. Thus, the findings of this study have efficaciously defined the connection and predictive RBT that have in no way been taken into consideration by previous studies.

In conclusion, this study has successfully brought simultaneously the elusive and divergent threads of several fields to fill a gap in the entrepreneurial literature while making a considerable contribution to the overall body of knowledge. Moreover, this study is essentially a primary and in-depth empirical investigation of the impact of halal entrepreneurial mindset and halal certification in terms of strategy and RBT on the halal entrepreneurial performance of SMEs.

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APPENDICES

APPENDIX 1: Sample Questionnaire (English)

The Influence of Halal Entrepreneurial Mindset and Halal Certification on The Halal Entrepreneurial Performance in

This is a PhD study aimed at halal entrepreneurial mindset and halal certification among SMEs In Indonesia. Findings of this study will contribute to the impact of halal entrepreneurial mindset and halal certification on the halal entrepreneurial performance. Along with this, these findings will be helpful for policy makers in devising measures for enhancing entrepreneurial performance

All data gathered through this questionnaire shall be kept confidential and shall be used only for research purpose. This study is being supervised by: Assoc. Prof. Dr. Norizan Jaafar at University Malaysia Sarawak, Malaysia.

In case of any query, please contact the undersigned.

Contact Details: Marvello Yang

PhD Student

Faculty of Economics and Business

University Malaysia Sarawak,

(UNIMAS)

Sarawak,

Malaysia Email:

marvelloyang242@gmail.com

**Please Read and answer all questions accordingly.*

Table 1: Demographic Respondents

Gender *(please tick whichever applies)*

☐ Male ☐ Female

Current Marital Status *(please tick whichever applies)*

☐ Single ☐ Married ☐ Divorce

☐ In Relationship

Educational Level *(please tick whichever applies)*

☐ Elementary School ☐ High school

☐ Bachelor or equivalent Professional or certificate Master degree

☐ Ph. D

Age Group *(please tick whichever applies)*

☐ 17-19 years old

☐ 20-30 years old

☐ 31-40 years old

☐ 41-50 years old

☐ > 50 years old

Monthly net income *(please tick whichever applies)*

☐ Below Rp. 5 million

☐ Rp. 5 million to Rp. 10 million

☐ Rp. 11 million to Rp. 20 million

☐ Rp. 21 million to Rp. 30 million

☐ Rp. 31 million to Rp. 40 million

☐ More than Rp. 40 million

No	Items	Strongly Disagree	Disagree	Less Agree	Agree	Strongly Agree
		1	2	3	4	5
1	I have considered from both positive and negative consequences in engaging with the halal entrepreneurial activities.					
2	I have considered whether I have the time to become engaged in halal entrepreneurial activities.					
3	I have considered the financial opportunity to be involved in the halal entrepreneurial activities.					
4	I have considered for both negative and positive information related to halal entrepreneurial activities.					
5	I have considered about possible business ideas in the halal entrepreneurial activities					
6	I have considered whether it is desirable for me to be involved in the halal entrepreneurial activities.					
7	I think that Halal Certification in food store signifies healthy food					
8	I think that Halal Certification in food store signifies conformance to Halal standards.					
9	I think that Halal Certification in food store signifies all food sources are Halal certified.					
10	I think that Halal Certification acts as a marketing strategy tool.					
11	I am able to identify goods or services that customers want					
12	I am able to notice unfulfilled customer's needs by others					
13	I am able to actively look for products or services that provide real benefit to customers.					
14	I am able to grab high-quality business opportunities					
15	I am able to prioritize work in alignment with business goals					
1	I am able to align current action with strategic goals					
6	I am able to evaluate results against strategic goals					
17	I am able to determine strategic action by weighing costs and benefits					
18	I analyzed long run opportunities and selected what I thought would provide the best returns					
19	I developed a strategy to best take advantage of resources and capabilities					
20	I researched and selected target markets and did meaningful competitive analysis					
21	I designed and planned business strategies					
22	I organized and implemented control processes to make sure I met objectives					
23	I have allowed the business to evolve as opportunities have emerged					

24	I evaluated the set of resources and means we had at our disposal and thought about different options					
25	I experimented with different products and/or business models					
26	I started out very flexibly and tried to take advantage of unexpected opportunities as they arose					
27	I used a substantial number of agreements with customers, suppliers and other organizations and people to reduce the amount of uncertainty					
28	It provides me with convenient options for returning item					
29	It tells me what to do if my transaction is not processed					
30	This site offers a meaningful guarantee					
31	This site compensates me for problems it creates					
32	This site provides a telephone number to reach the company.					
33	This site has customer service representatives available online					
34	My product sales increase from existing customers					
35	My halal products acquire new customer every year					
36	Customer loyalty is crucial value for our company to sustain in dynamic environment					
37	My business production capacity can meet consumer demand with inventory					
38	Customer satisfaction is our priority to gain competitive advantage in dynamic environment					
39	My business has increased operating profit					

APENDIX 2

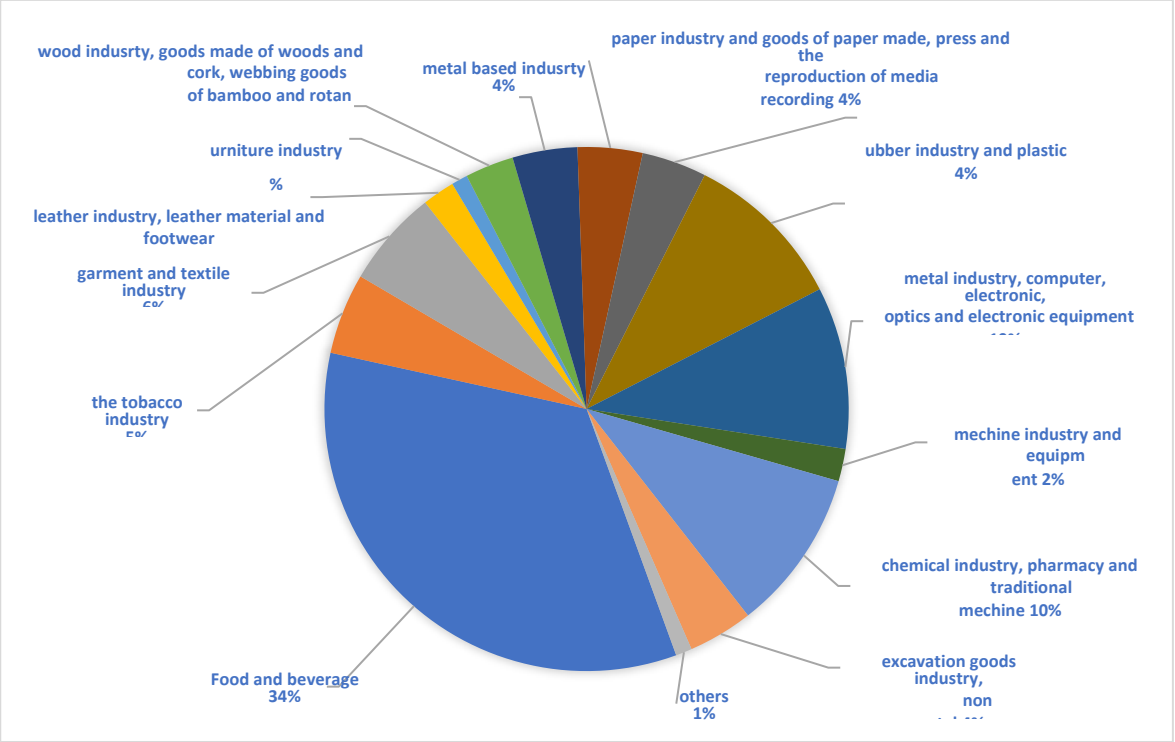


Figure 1: The diagram below describes the Small-medium enterprise's percentage of non-oil and gas contribution to GDP in 2017.

Table 1: Muslim Populations in 2010 and 2050

No	Country	2010 Muslim Population	% of world's Muslim Population in 2010	No	Country	2050 Muslim Population	% of world's Muslim Population in 2050
1	**Indonesia**	209.120.000	13.1	1	India	310.660.000	11.2
2	India	176.200.000	11	2	Pakistan	273.110.000	9.9
3	Pakistan	167.410.000	10.5	3	**Indonesia**	256.820.000	9.3
4	Banglandesh	134.430.000	8.4	4	Nigeria	230.700.000	8.4
5	Nigeria	77.300.000	4.8	5	Banglandesh	182.360.000	6.6
6	Egypt	76.990.000	4.8	6	Egypt	119.530.000	4.3
7	Iran	73.570.000	4.6	7	Turkey	89.320.000	3.2
8	Turkey	71.330.000	4.5	8	Iran	86.190.000	3.1
9	Algeria	34.730.000	2.2	9	Iraq	80.190.000	2.9
10	Morocco	31.930.000	2	10	Afghanistan	72.190.000	2.6

Table 3.2: Factor Analysis Results of HEM pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial Mindset		14.865	86.667	0.931
I have considered both positive and negati consequences in engaging with the halal entrepreneurial activities.	0.936			
I have considered whether I have the time become engaged in halal entrepreneurial activities.	0.878			
I have considered the financial opportunity to be involved in the halal entrepreneurial activities.	0.889			
I have considered both negative and positi information related to halal entrepreneurial activities.	0.919			
I have considered about possible business ideas in the halal entrepreneurial activities	0.942			
I have considered whether it is desirable fo me to be involved in the halal entrepreneurial activities.	0.945			
When I consider engaging in halal entrepreneurial activity, it sometimes feels right and other times wrong.	0.454			

KMO: 0.911, Bartlett's Test of Sphericity: Chi-square =1482.397, p<.000

Table 3.3: Second Round Factor Analysis Results of HEM pilot-test Data

Constructs/Items	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial Mindset	8.475		83.528	0.960
I have considered both positive and negative consequences in engaging with the halal entrepreneurial activities.	0.936			
I have considered whether I have the time to become engaged in halal entrepreneurial activities.	0.880			
I have considered the financial opportunity to be involved in the halal entrepreneurial activities.	0.897			
I have considered both negative and positive information related to halal entrepreneurial activities.	0.919			
I have considered about possible business ideas in the halal entrepreneurial activities	0.942			
I have considered whether it is desirable for me to be involved in the halal entrepreneurial activities.	0.978			

KMO: 0.920, Bartlett's Test of Sphericity: Chi-square =1466.426, p<.000

Table 3.4: Factor Analysis Results of Halal certification pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal certification		16.892	72.006	0.960
I think that Halal Certification in food stores signifies healthy food.	0.770			
I think that Halal Certification in food stores signifies food quality.	0.538			
I think that Halal Certification in food stores signifies Safety.	0.527			
I think that Halal Certification in food stores signifies all food sources are Halal certified.	0.630 0.654			
I think that Halal Certification acts as a marketing strategy tool.				
I think that Halal Certification gives a competitive advantage over non-certified food stores.	0.345			
I think that Halal Certification is a standard that is difficult to follow.	0.417			

KMO:.580 Bartlett's Test of Sphericity: Chi-square =542.172, p<.000

Table 3.5: Second Round Factor Analysis Results of Halal certification pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal certification		21.017	71.923	0.953
I think that Halal Certification in food store signifies healthy food	0.749			
I think that Halal Certification in food stores signifies conformance to Halal standards.	0.614			
I think that Halal Certification in food stores signifies all food sources are Halal certified.	0.614			
I think that Halal Certification acts as a marketing strategy tool.	0.799			

KMO: 0.655, Bartlett's Test of Sphericity: Chi-square =134.963, p<.000

Table 3.6: Second Round Factor Analysis Results of EC pilot test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Entrepreneurial competency		13.642	77.243	0.720
I am able to identify goods or services that customers want	0.692			
I am able to notice unfulfilled customer's needs by others	0.636			
I am able to actively look for products or services that provide real benefit to customers.	0.670 0.744			
I am able to prioritize work in alignment with business goals	0.833			
I am able to align current action with strategic goals	0.647			
I am able to evaluate results against strategic goals	0.633			
I am able to determine strategic action by weighing costs and benefits				

KMO: 0.716, Bartlett's Test of Sphericity: Chi-square =778.578, p<.000

Table 3.7: Factor Analysis Results of EL pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Effectual Logic		15.539	82.467	0.824
I analyzed long run opportunities and selected what I thought would provide the best returns	0.711			
I developed a strategy to best take advantage of resources and capabilities	0.673			
I researched and selected target markets and did meaningful competitive analysis	0.662			
I designed and planned business strategies	0.895			
I organized and implemented control processes to make sure I met objectives	0.868			
I have allowed the business to evolve as opportunities have emerged	0.782			
I evaluated the set of resources and means we had at our disposal and thought about different options	0.739			
I experimented with different products	0.652			

and/or business models	
I started out very flexibly and tried to take advantage of unexpected opportunities as they arose	0.859
I used a substantial number of agreements with customers, suppliers and other organizations and people to reduce the amount of uncertainty	0.907

KMO: .778, Bartlett's Test of Sphericity: Chi-square =1447.948, p<.000

Table 3.8: Factor Analysis Results of OA pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Online Delivery		25.314	63.405	0.773
It provides me with convenient options for returning item	0.743			
This site handles product returns well	0.574			
It tells me what to do if my transaction is not processed	0.742			
It takes care of problems promptly	0.459			
This site offers a meaningful guarantee	0.702			
This site compensates me for problems it creates	0.869			
It compensates me when what I ordered doesn't arrive on time	0.366			
It picks up items I want to return from my home or business.	0.390			
This site provides a telephone number to reach the company.	0.627			
This site has customer service representatives available online	0.775			
It offers the ability to speak to a live person if there is a problem	0.466			

KMO: .493, Bartlett's Test of Sphericity: Chi-square =1634.796, p<.000

Table 3. 9: Second Round Factor Analysis Results of OA pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Online delivery		74.221	83.585	0.725
It provides me with convenient options r returning item	0.843			
It tells me what to do if my transaction is ıt processed	0.748			
This site offers a meaningful guarantee	0.603			
This site compensates me for problems it eates	0.641			
This site provides a telephone number to ach the company.	0.821			
This site has customer service presentatives available online	0.8			

KMO: .634, Bartlett's Test of Sphericity: Chi-square =543.190, p<.000

Table 3.10: Factor Analysis Results of HEP pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial performance		10.234	55.775	0.630
My product sales increase from existing customers	0.698			
My halal products acquire new customer every yeai	0.429			
My halal merchandise has top recognition amongst customers with inside the market	0.594			
Customer loyalty is crucial value for our company t sustain in dynamic environment	0.683			

My business production capacity can meet consume demand with inventory	0.310	
Customer satisfaction is our priority to gain competitive advantage in dynamic environment	0.484	
I am constantly innovative and modern to discover new possibilities	0.660	
I agree with that creativity and innovation will differentiate my enterprise with competitors	0.806	
I am able to achieve the target amount and quality o production	0.225	
The annual sales target I set was reached		0.713
My business has increased operating profit		0.723

KMO: .586, Bartlett's Test of Sphericity: Chi-square =232.691, p<.000

Table 3.11: Factor Analysis Results of HEP pilot-test Data

Constructs/Item	Loading	Eigenvalue	Variance Explained (%)	Reliability Alpha
Halal entrepreneurial performance		16.543	67.783	0.834
My product sales increase from existing customers	0.746			
My halal products acquire new customer every year	0.703			
Customer loyalty is crucial value for our company to sustain in dynamic environment	0.627			
My business production capacity can meet consumer demand with inventory	0.771			
Customer satisfaction is our priority to gain competitive advantage in dynamic environment	0.827			
My business has increased operating profit	0.783			

KMO: .721, Bartlett's Test of Sphericity: Chi-square =132.567, *p*<.000