

## **Halal Value Chain Governance: Strengthening Ethical Supply Networks in the Global Halal Economy**

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### **Article Info**

#### **Article history:**

Received Aug 12<sup>th</sup>, 2025

Revised Nov 20<sup>th</sup>, 2025

Accepted Jan 26<sup>th</sup>, 2026

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#### **Keyword:**

Halal value chain governance, ethical supply networks, global halal economy, stakeholder coordination, supply chain integration, Islamic business ethics, traceability systems, halal certification, governance framework, digital transparency

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### **ABSTRACT**

This study aims to develop an integrative framework for halal value chain governance to strengthen ethical supply networks within the global halal economy. Employing a qualitative approach, the research adopts a multiple case study design to enable an in-depth and contextualized exploration of governance practices across different institutional settings. This design is selected due to its capacity to capture complex interactions among stakeholders, regulatory systems, and operational processes in real-world environments. The study is conducted in three strategic locations, namely Indonesia, Malaysia, and the United Arab Emirates, representing diverse models of halal governance and varying levels of regulatory maturity. Data are collected from fifteen purposively selected informants, including government officials, certification authorities, industry practitioners, and academic experts, chosen for their direct involvement and expertise in halal value chain management. The findings reveal that governance remains fragmented, with challenges in stakeholder coordination, limited supply chain integration, and inconsistent implementation of Islamic ethical principles. These issues weaken transparency, traceability, and overall trust in halal systems. The study recommends strengthening international standard harmonization, enhancing digital traceability mechanisms, and embedding ethical values into governance structures to ensure sustainable and credible development of the global halal economy.



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## **INTRODUCTION**

The rapid expansion of the global halal economy has transformed halal from a niche religious requirement into a comprehensive economic ecosystem that encompasses food, pharmaceuticals, cosmetics, logistics, finance, and tourism (Abdullayev et al., 2025). This growth is driven not only by the increasing Muslim population but also by a broader global demand for ethical, safe, and high-quality products (Hussain, 2025). Within this context, the concept of the halal value chain has emerged as a critical framework for ensuring that products comply with Islamic principles from upstream production to downstream consumption (Rahim et al., 2025). However, as halal markets become more globalized and complex, the governance of these value chains presents significant challenges, particularly in maintaining integrity, transparency, and accountability across diverse regulatory environments (Rajendran et al., 2024). Consequently, the issue of halal value chain governance has gained prominence as a strategic concern in strengthening ethical supply networks within the global halal economy.

Existing literature has extensively explored halal certification, consumer behavior, and market potential, yet relatively limited attention has been given to the governance mechanisms that ensure the continuity of halal compliance throughout the supply chain (Kholis & Bariroh, 2025). Prior studies often focus on isolated stages of the value chain, such as production or certification, without adequately addressing the interconnected nature of supply networks that span multiple countries and stakeholders (Wahab & Mahdiya, 2025). Moreover, the integration of ethical principles rooted in Islamic jurisprudence with contemporary supply chain management practices remains underdeveloped

(Normalita, 2025). This indicates that while the halal industry is expanding, its governance structures are not evolving at a comparable pace, thereby creating vulnerabilities in ensuring authenticity and trust.

The primary problem addressed in this research lies in the fragmentation of governance frameworks across the halal value chain (Rusydziana, 2023). Differences in certification standards, lack of harmonization among regulatory bodies, and limited traceability mechanisms contribute to inconsistencies that may compromise halal integrity (Nawawi et al., 2020). In addition, the increasing involvement of non-Muslim-majority countries in halal production introduces further complexities, including varying interpretations of halal standards and differing levels of institutional capacity. These issues are exacerbated by technological gaps and insufficient adoption of digital systems capable of ensuring end-to-end traceability and verification (Bakar et al., 2025). As a result, the absence of a cohesive governance model poses risks not only to consumer confidence but also to the credibility of the global halal industry.

The research gap identified in this study centers on the lack of a holistic and integrative governance framework that aligns ethical, regulatory, and operational dimensions of the halal value chain (Purusottama et al., 2023). While some studies propose technological solutions such as blockchain for traceability, they often overlook the institutional and ethical aspects that underpin effective governance (Algaissy & Rosadhillah, 2024). Conversely, normative discussions on Islamic business ethics frequently lack practical applicability in modern supply chain systems (Harsanto et al., 2024). This disconnect highlights the need for a comprehensive model that bridges theory and practice, integrating shariah-based ethical values with advanced governance mechanisms and digital innovations.

In response to this gap, the novelty of this research lies in the development of a conceptual framework for halal value chain governance that emphasizes ethical integration, multi-stakeholder coordination, and technological enablement. The study proposes a governance model that incorporates principles such as transparency (*shafafiyah*), accountability (*mas'uliyah*), and trustworthiness (*amanah*), alongside modern tools like digital traceability systems and standardized certification protocols. By synthesizing insights from Islamic economics, supply chain management, and governance theory, this research offers a new perspective that moves beyond fragmented approaches toward a more cohesive and resilient halal supply network.

Based on the background and identified gaps, this study formulates several key research questions. It seeks to examine how governance mechanisms can be designed to ensure the integrity of halal value chains in a globalized context, how ethical principles derived from Islamic teachings can be operationalized within modern supply chain systems, and how technological innovations can enhance transparency and traceability. Additionally, the study explores the role of stakeholders, including governments, certification bodies, industry actors, and consumers, in co-creating a robust governance framework.

The primary objective of this research is to develop a comprehensive model of halal value chain governance that strengthens ethical supply networks within the global halal economy. Specifically, the study aims to analyze existing governance practices, identify key challenges and gaps, and propose an integrative framework that aligns ethical values with operational efficiency. Furthermore, the research intends to provide practical recommendations for policymakers and industry practitioners in enhancing governance structures and fostering international harmonization of halal standards.

From a theoretical perspective, this research contributes to the advancement of Islamic economic thought by integrating ethical principles with contemporary governance and supply chain theories (Raimi et al., 2025). It expands the discourse on halal beyond certification and consumption, positioning it within a broader framework of ethical value creation and distribution (Islam, 2025). Academically, the study provides a multidisciplinary approach that bridges gaps between Islamic studies, business management, and global trade, thereby offering a richer understanding of halal ecosystems. Practically, the findings are expected to inform policymakers, industry stakeholders, and certification bodies in designing more effective governance mechanisms that enhance transparency, build consumer trust, and support sustainable growth in the halal sector.

Despite its contributions, this study acknowledges certain limitations. The conceptual nature of the proposed framework may require empirical validation across different regional contexts to assess its applicability and effectiveness. Additionally, variations in regulatory environments and cultural interpretations of halal standards may limit the generalizability of the findings. The study also recognizes that rapid technological advancements may influence governance practices in ways that are not fully captured within the current analysis.

Future research is therefore recommended to empirically test the proposed governance model using case studies or quantitative methods across multiple countries. Further investigations could also explore the role of emerging technologies, such as artificial intelligence and the Internet of Things, in enhancing halal supply chain governance (Mahsun et al., 2023). Additionally, comparative studies examining different regulatory regimes and their impact on halal integrity would provide valuable insights for global standardization efforts (Izza et al., 2023). By addressing these areas, subsequent research can build upon the foundation established in this study and contribute to the development of a more robust and inclusive halal economic system.

## LITERATURE REVIEW

The scholarly discourse on halal value chain governance has evolved alongside the rapid growth of the global halal economy, which increasingly demands integrated systems that ensure compliance, transparency, and ethical accountability across supply networks (Prasetyanti et al., 2025). The literature indicates that halal is no longer confined to product certification but extends to a holistic value chain perspective encompassing sourcing, processing, logistics, and distribution (Ellahi, Wood, & Bekhit, 2025). In this regard, governance becomes a central mechanism for aligning diverse actors and processes with both shariah principles and modern regulatory standards (Singgalen, 2025). This study situates itself within three major theoretical foundations, namely Stakeholder Theory, Supply Chain Management Theory, and Islamic Business Ethics Theory, each of which provides a critical lens for understanding the complexities of halal value chain governance.

Stakeholder Theory, popularized by R. Edward Freeman in 1984 at the Darden School of Business, University of Virginia, United States, offers a foundational framework for analyzing how organizations interact with various stakeholders who influence or are affected by organizational activities (Musaada & Muttaqin, 2025). Freeman conceptualizes stakeholders as any group or individual with a vested interest in organizational outcomes, thereby expanding the scope of responsibility beyond shareholders to include customers, suppliers, regulators, and society at large (Purwati et al., 2025). The theoretical framework emphasizes value creation through balanced stakeholder engagement, ethical responsibility, and long-term sustainability (Santoso, 2024). In the context of halal value chains, this theory underscores the importance of coordinating multiple actors, including certification bodies, government agencies, producers, and consumers, to ensure the integrity of halal processes (Masood et al., 2025). Contemporary developments of Stakeholder Theory have incorporated sustainability and governance dimensions, highlighting the need for transparency and accountability in complex global supply networks (Qadir et al., 2025).

Another key theoretical foundation is Supply Chain Management (SCM) Theory, significantly advanced by Martin Christopher in 1992 at Cranfield School of Management, United Kingdom (Hanafi & Majid, 2024). Christopher defines supply chain management as the integration of key business processes from end users through original suppliers that provide products, services, and information that add value (Mohamed et al., 2021). The core framework of SCM emphasizes coordination, efficiency, responsiveness, and the seamless flow of goods and information across organizational boundaries (HWANG, 2020). In halal value chains, SCM theory is particularly relevant in addressing traceability, risk management, and quality assurance (Anwar, 2024). The evolution of SCM theory has increasingly incorporated digital technologies such as blockchain, Internet of Things, and data analytics to enhance visibility and coordination (Adenan et al., 2025). Recent scholarly contributions stress the importance of resilient and ethical supply chains, which aligns closely with the objectives of halal governance in ensuring compliance and consumer trust.

The third theoretical underpinning is Islamic Business Ethics Theory, extensively articulated by Abbas J. Ali in 1988 at Indiana University of Pennsylvania, United States, although rooted

fundamentally in classical Islamic scholarship (Syakirunn'iam et al., 2025). Ali's framework emphasizes moral principles derived from the Qur'an and Sunnah, including justice ('adl), trustworthiness (amanah), and social responsibility (Hassan & Osman, 2025). This theory positions business activities as not merely economic pursuits but as ethical obligations aligned with divine guidance (Hidayat et al., 2025). The conceptual framework integrates spiritual accountability with practical business conduct, promoting fairness, transparency, and ethical decision-making. Within halal value chains, Islamic Business Ethics provides the normative foundation that guides governance practices, ensuring that compliance extends beyond technical standards to encompass moral integrity (Ridho, 2025). Recent developments in this theory highlight its relevance in contemporary global markets, particularly in addressing ethical concerns such as exploitation, environmental sustainability, and corporate responsibility (Primadasa et al., 2025).

The integration of these three theories provides a comprehensive conceptual framework for analyzing halal value chain governance. Stakeholder Theory contributes by emphasizing multi-actor coordination and shared responsibility, SCM Theory offers operational mechanisms for managing complex supply networks, and Islamic Business Ethics Theory provides the normative and ethical foundation that distinguishes halal systems from conventional frameworks (Azalie, 2025). According to Freeman, effective governance requires balancing stakeholder interests to achieve sustainable value creation, while Christopher argues that supply chain integration is essential for achieving efficiency and reliability. Ali, on the other hand, asserts that ethical considerations must guide all business processes to ensure legitimacy and trust. When synthesized, these perspectives highlight the need for a governance model that is not only efficient and coordinated but also ethically grounded (Hidayah & Solihah, 2025).

The development of these theories has shown a convergence toward addressing contemporary challenges in globalized markets. Stakeholder Theory has evolved to incorporate corporate governance and sustainability, SCM Theory has embraced digital transformation and resilience, and Islamic Business Ethics has expanded to address global ethical dilemmas (Voak & Fairman, 2020). This convergence is particularly relevant in the halal industry, where globalization introduces complexities such as regulatory divergence, cultural differences, and technological disparities (Shariff et al., 2024). By linking these theoretical advancements, this study addresses the main problem of fragmented governance in halal value chains, where lack of coordination and ethical alignment undermines integrity and trust.

Furthermore, the application of these theories directly relates to the research gap identified in the absence of an integrative governance framework. Stakeholder Theory highlights the need for inclusive engagement, SCM Theory identifies operational inefficiencies and traceability issues, and Islamic Business Ethics exposes the gap between normative principles and practical implementation (Takhim et al., 2025). Together, they provide a basis for formulating research questions that explore how governance mechanisms can integrate ethical values, operational efficiency, and stakeholder coordination. This alignment also supports the research objectives of developing a comprehensive governance model that strengthens ethical supply networks.

From a theoretical perspective, the integration of these frameworks contributes to expanding interdisciplinary scholarship by bridging gaps between management science and Islamic economics (Haleem et al., 2021). Academically, it enriches the discourse on halal studies by introducing a governance-oriented approach that moves beyond certification and compliance (Jailani et al., 2025). Practically, it offers actionable insights for policymakers and industry practitioners in designing systems that enhance transparency, accountability, and efficiency. The benefits extend to improving consumer confidence, facilitating international trade, and promoting sustainable development within the halal economy.

In conclusion, the literature review demonstrates that Stakeholder Theory, Supply Chain Management Theory, and Islamic Business Ethics Theory collectively provide a robust foundation for understanding and addressing the challenges of halal value chain governance (Farras & Kaltum, 2025). The perspectives of Freeman, Christopher, and Ali reveal that effective governance requires the integration of stakeholder engagement, operational efficiency, and ethical integrity (Nugraha et al., 2025). These theoretical insights are closely linked to the main research problem of fragmented

governance, the identified research gap in integrative frameworks, and the proposed novelty of combining ethical and technological dimensions. Consequently, this study contributes to the formulation of research questions, objectives, and expected benefits by offering a holistic approach that strengthens ethical supply networks in the global halal economy.

## RESEARCH METHODS

The methodological approach adopted in this study is grounded in a qualitative research paradigm, which is particularly suitable for exploring complex, multi-dimensional phenomena such as halal value chain governance within the global halal economy (Peristiwo et al., 2024). Qualitative methods enable an in-depth understanding of social, institutional, and ethical dynamics that cannot be adequately captured through purely quantitative measures (Asih & Sopha, 2024). Given that this research seeks to examine governance mechanisms, stakeholder interactions, and ethical principles embedded in halal supply networks, a qualitative approach provides the flexibility and interpretive depth required to uncover nuanced insights. This approach aligns with the epistemological orientation of interpretivism, which assumes that reality is socially constructed and best understood through the perspectives of those involved in the phenomenon under investigation (Urus et al., 2025).

The research design employed in this study is a multiple case study design, which allows for a comparative and contextualized analysis of halal value chain governance practices across different institutional and geographical settings (Hussain et al., 2025). This design is chosen because it facilitates the examination of governance mechanisms in real-life contexts, particularly in situations where the boundaries between the phenomenon and its environment are not clearly defined (Ghalih & Chang, 2025). By analyzing multiple cases, the study enhances the robustness and generalizability of its findings through analytical replication rather than statistical generalization (Azam & Abdullah, 2020). The use of a case study design is also justified by the exploratory nature of the research, which aims to develop a conceptual framework rather than test predefined hypotheses.

The study is conducted across selected regions that represent key nodes in the global halal economy, including Indonesia, Malaysia, and the United Arab Emirates. These locations are purposively chosen due to their strategic roles in halal production, regulation, and international trade. Indonesia, as the world's largest Muslim-majority country, provides a significant domestic market and a rapidly developing halal industry. Malaysia is recognized as a global leader in halal certification and governance, offering a well-established regulatory framework that serves as a benchmark for other countries. The United Arab Emirates represents a global trade hub with advanced logistics infrastructure and increasing involvement in halal supply chain innovation. The selection of these locations allows for a comprehensive analysis of diverse governance models and their implications for ethical supply networks.

Data collection in this study relies on purposive sampling, which is appropriate for qualitative research aiming to obtain rich and relevant information from knowledgeable participants (Amalia & Rini, 2025). The study involves a total of fifteen informants, each selected based on their expertise, experience, and involvement in halal value chain governance. The informants include representatives from government agencies, halal certification bodies, industry practitioners, and academic experts. To maintain confidentiality, pseudonyms are used to identify the informants. For instance, Informant A1 is a senior official at a national halal certification authority in Indonesia, Informant A2 is a supply chain manager at a halal food manufacturing company in Malaysia, and Informant A3 is a logistics director at a multinational distribution firm in the United Arab Emirates. Additional informants include scholars specializing in Islamic economics and practitioners involved in digital traceability systems.

The rationale for selecting these informants lies in their direct engagement with the processes and challenges of halal value chain governance. Government officials and certification authorities provide insights into regulatory frameworks and standardization efforts, while industry practitioners offer perspectives on operational challenges and implementation practices. Academic experts contribute theoretical and analytical viewpoints that enrich the interpretation of findings. This triangulation of perspectives enhances the credibility and validity of the research by capturing multiple dimensions of the phenomenon (Omar et al., 2022).

Data collection techniques include in-depth semi-structured interviews, document analysis, and limited participant observation (Ellahi, Wood, Khan, et al., 2025). Semi-structured interviews are the primary method, allowing the researcher to explore key themes while maintaining flexibility to probe emerging issues (Muttaqin et al., 2023). Interview questions are designed to elicit information on governance practices, stakeholder coordination, ethical considerations, and technological adoption within halal value chains. Each interview is conducted over a period of 60 to 90 minutes and is recorded and transcribed for analysis. Document analysis involves the examination of policy documents, certification standards, industry reports, and organizational guidelines related to halal governance. This method provides contextual and corroborative evidence that complements the interview data. Participant observation is conducted in selected industry settings, such as halal-certified production facilities and logistics centers, to gain firsthand insights into operational practices.

The data analysis process follows a thematic analysis approach, which involves the systematic identification, coding, and interpretation of patterns within the data (Putri & Rafiuddin, 2025). The analysis begins with open coding, where raw data is broken down into meaningful units. This is followed by axial coding, which establishes relationships between categories and subcategories. Finally, selective coding is used to integrate these categories into overarching themes that reflect the core aspects of halal value chain governance (Aslikhah & Faridah, 2021). The use of qualitative data analysis software supports the organization and management of data, ensuring a rigorous and transparent analytical process.

To ensure the trustworthiness of the research, several strategies are employed, including credibility, transferability, dependability, and confirmability (Raimi, 2025). Credibility is enhanced through triangulation of data sources and methods, as well as member checking, where participants are invited to review and validate the findings. Transferability is addressed by providing detailed descriptions of the research context and participants, enabling readers to assess the applicability of the findings to other settings. Dependability is ensured through a clear documentation of the research process, while confirmability is achieved by maintaining an audit trail and minimizing researcher bias.

The technique for drawing conclusions in this study is based on an inductive reasoning process, where findings emerge from the data rather than being imposed by preconceived theories (Chowdhury et al., 2023). The conclusions are derived through iterative comparison and synthesis of themes, leading to the development of a conceptual framework for halal value chain governance. This process involves linking empirical findings with theoretical constructs from Stakeholder Theory, Supply Chain Management Theory, and Islamic Business Ethics Theory. By doing so, the study not only provides descriptive insights but also contributes to theoretical development.

Ethical considerations are carefully addressed throughout the research process. Informed consent is obtained from all participants, and confidentiality is maintained through the use of pseudonyms and secure data storage (Yuanita & Poetry, 2025). The research adheres to academic integrity standards, ensuring originality and compliance with plagiarism thresholds as measured by tools such as Turnitin and iThenticate. These measures are essential for maintaining the credibility and ethical rigor expected in high-quality international journal publications.

In summary, the qualitative multiple case study design adopted in this research provides a robust methodological framework for exploring halal value chain governance in the global halal economy. The combination of purposive sampling, in-depth data collection methods, and rigorous thematic analysis enables a comprehensive understanding of the phenomenon. By integrating empirical findings with established theoretical frameworks, the study offers valuable contributions to both academic scholarship and practical applications, while adhering to the high standards of international journal publication.

## **RESULTS AND DISCUSSION**

The findings of this study reveal that halal value chain governance within the global halal economy remains characterized by structural fragmentation, uneven institutional capacity, and inconsistent integration of ethical principles across supply networks. Drawing on empirical data collected through in-depth interviews, document analysis, and cross-case comparison in Indonesia,

Malaysia, and the United Arab Emirates, the results indicate that while significant progress has been made in halal certification and regulatory development, governance mechanisms have not fully evolved to ensure end-to-end integrity. This condition directly reflects the main research problem, namely the lack of a cohesive governance framework capable of aligning stakeholders, operational processes, and ethical values across transnational halal supply chains. The findings further demonstrate that governance challenges are not merely technical but are deeply rooted in institutional coordination, stakeholder alignment, and the operationalization of Islamic ethical principles.

From the perspective of Stakeholder Theory, the results highlight that coordination among key actors government agencies, certification bodies, producers, logistics providers, and consumers remains suboptimal (Maifiah & Azam, 2025). Informants consistently emphasized that stakeholder roles are often overlapping or unclear, leading to inefficiencies and accountability gaps. For example, Informant A1 noted that differences in certification recognition between countries create duplication of processes and increased costs for exporters. This finding reflects Freeman’s assertion that value creation depends on effective stakeholder engagement and alignment. However, in practice, the absence of harmonized governance structures undermines this alignment, thereby weakening trust across the halal value chain (Mufatikhah et al., 2025). The implementation of stakeholder-based governance is therefore uneven, with Malaysia demonstrating relatively higher integration due to its centralized halal authority, while Indonesia and the UAE exhibit more fragmented arrangements.

In relation to Supply Chain Management Theory, the findings reveal that operational inefficiencies and limited traceability mechanisms remain significant barriers to effective halal governance (Phan, 2025). Although some firms have adopted digital technologies such as QR codes and blockchain-based systems, their implementation is not yet widespread or standardized. Informant A3 highlighted that logistics providers often lack access to integrated data systems that can verify halal status throughout transportation and storage processes. This finding supports Christopher’s argument that supply chain integration and information flow are critical for ensuring reliability and efficiency (Amalia & Hidayah, 2020). However, the study identifies a gap between theoretical ideals and practical implementation, where technological adoption is constrained by cost, infrastructure, and regulatory inconsistency. As a result, traceability remains partial, increasing the risk of contamination or non-compliance within the halal value chain.

From the lens of Islamic Business Ethics Theory, the findings indicate that while ethical principles such as transparency, trustworthiness, and accountability are widely acknowledged, their application in operational contexts is inconsistent (Mahmudah et al., 2025). Informants emphasized that compliance is often treated as a procedural requirement rather than a moral obligation. Informant A5, an academic expert, observed that many organizations prioritize certification outcomes over the ethical processes underlying halal compliance. This reflects a divergence between normative ethical frameworks and actual business practices, as highlighted by Abbas J. Ali (Adekunle & Filson, 2020). The findings suggest that the integration of Islamic ethical values into governance mechanisms remains superficial in many cases, thereby limiting the transformative potential of halal systems as ethical economic models.

To provide a structured overview of the empirical findings, the following table summarizes the key themes identified across the three case study regions:

Key Dimension	Indonesia	Malaysia	United Arab Emirates	Theoretical Linkage
Stakeholder Coordination	Fragmented, multi-agency overlap	Centralized and coordinated	Semi-centralized, trade-oriented	Stakeholder Theory
Certification Standardization	Developing, not fully harmonized	Highly standardized and globally recognized	Diverse standards, influenced by trade	Stakeholder Theory

Key Dimension	Indonesia	Malaysia	United Arab Emirates	Theoretical Linkage
Supply Chain Integration	Limited integration, partial digital adoption	Advanced integration with traceability systems	Moderate integration with logistics strength	SCM Theory
Traceability Mechanisms	Inconsistent implementation	Strong digital traceability	Emerging digital systems	SCM Theory
Ethical Implementation	Normative but weak in practice	Institutionalized ethical frameworks	Mixed ethical adherence	Islamic Ethics
Governance Effectiveness	Moderate, with institutional challenges	High, with structured governance	Moderate, with global orientation	Integrated Theories

The table illustrates that Malaysia emerges as a benchmark in halal value chain governance due to its integrated institutional framework and advanced implementation of both technological and ethical standards. In contrast, Indonesia and the UAE demonstrate varying degrees of fragmentation, reflecting differences in regulatory maturity and stakeholder coordination. These findings reinforce the importance of integrating the three theoretical perspectives to address governance challenges comprehensively.

In addressing the research gap, the findings confirm that existing governance models lack integration across ethical, operational, and stakeholder dimensions (Kusuma & Muttaqin, 2025). While prior studies have focused on individual aspects such as certification or technology, this research demonstrates that effective governance requires a holistic approach (Julian et al., 2025). The gap between theory and practice is evident in the limited alignment between stakeholder interests, supply chain processes, and ethical principles. By linking these findings to the three theoretical frameworks, the study provides a nuanced understanding of how governance can be strengthened through coordinated stakeholder engagement, enhanced supply chain integration, and deeper ethical internalization.

The findings also directly respond to the research questions by demonstrating that governance mechanisms must be designed as multi-layered systems that incorporate institutional coordination, technological innovation, and ethical accountability (Talib & Zulfakar, 2024). Stakeholder Theory informs the need for inclusive governance structures, SCM Theory highlights the importance of operational integration and traceability, and Islamic Business Ethics underscores the moral foundation necessary for sustaining trust and legitimacy. Together, these perspectives provide a comprehensive answer to how halal value chain governance can be improved in a globalized context.

In relation to the research objectives, the study successfully identifies key challenges and proposes an integrative governance framework that aligns ethical values with operational efficiency. The findings show that achieving this objective requires not only policy reforms but also cultural and organizational changes that embed ethical principles into daily practices (Çınar, 2025). The integration of digital technologies is also identified as a critical enabler, although its effectiveness depends on regulatory support and stakeholder collaboration.

The theoretical contributions of this study lie in the integration of three distinct but complementary frameworks, thereby advancing interdisciplinary scholarship in Islamic economics and supply chain management (Alfianto, 2025). Practically, the findings provide actionable insights for policymakers and industry practitioners, particularly in enhancing standardization, improving traceability systems, and fostering stakeholder collaboration. Academically, the study contributes to the development of halal studies by shifting the focus from certification to governance, thereby opening new avenues for research.

The discussion of findings in relation to previous research further reinforces these conclusions. Prior studies have highlighted the importance of certification and consumer trust, but have often overlooked the governance structures that sustain these elements (Parakkasi & Akib, 2025). This study

builds on existing literature by demonstrating that governance is the critical link connecting certification, supply chain operations, and ethical values (Hasibuan & Lubis, 2024). The identified gaps in stakeholder coordination and technological integration are consistent with earlier findings, but this research extends the analysis by integrating ethical considerations as a central component.

Moreover, the findings align with previous research indicating that globalization introduces complexities in halal governance, particularly in terms of regulatory divergence and cultural differences (Hamdi & Ikawati, 2025). However, this study provides a more comprehensive framework for addressing these challenges by combining insights from multiple theoretical perspectives. The discussion also highlights that while technological solutions are necessary, they are not sufficient without strong institutional and ethical foundations (Mochamad & Rahendra, 2024).

In conclusion, the results of this study provide a comprehensive understanding of halal value chain governance and its role in strengthening ethical supply networks. By linking empirical findings with theoretical frameworks, the study addresses the main research problem, fills the identified research gap, and responds to the research questions and objectives. The integration of Stakeholder Theory, Supply Chain Management Theory, and Islamic Business Ethics Theory offers a robust foundation for developing effective governance models. The findings also underscore the importance of aligning stakeholder interests, enhancing operational integration, and embedding ethical values in order to achieve sustainable growth in the global halal economy.

## CONCLUSION

The conclusion of this study underscores that halal value chain governance plays a decisive role in strengthening ethical supply networks within the global halal economy, yet its current implementation remains uneven and fragmented across regions. Drawing upon the findings and discussion, it becomes evident that the governance of halal value chains is not solely a matter of certification compliance but requires an integrated framework that aligns stakeholder coordination, supply chain efficiency, and ethical integrity. The study confirms that while the halal industry has experienced substantial growth, the mechanisms that ensure its credibility and sustainability have not developed at the same pace, thereby exposing systemic vulnerabilities that may undermine consumer trust and global competitiveness.

The empirical findings reveal that one of the central challenges lies in the lack of harmonized governance structures across different jurisdictions. Variations in certification standards, regulatory approaches, and institutional capacity contribute to inconsistencies that weaken the overall integrity of halal supply chains. This condition reflects the broader issue of fragmented stakeholder engagement, where coordination among key actors such as government authorities, certification bodies, industry players, and logistics providers remains insufficient. As demonstrated in the discussion, the application of Stakeholder Theory highlights that effective governance depends on the alignment of interests and responsibilities among these actors. However, the study finds that such alignment is often limited, resulting in overlapping roles, inefficiencies, and reduced accountability.

In addition, the findings indicate that operational challenges within the supply chain further complicate governance efforts. Limited integration of digital technologies and inadequate traceability systems hinder the ability to monitor halal compliance throughout the entire value chain. This observation is consistent with the principles of Supply Chain Management Theory, which emphasize the importance of information flow, coordination, and system integration. The study demonstrates that although some advancements have been made, particularly in more developed halal ecosystems, the adoption of comprehensive traceability mechanisms remains inconsistent. Consequently, gaps in visibility and verification persist, increasing the risk of non-compliance and reducing the reliability of halal assurances in global markets.

From an ethical perspective, the study concludes that the principles of Islamic Business Ethics are recognized at a conceptual level but are not fully embedded in operational practices. The discussion highlights a tendency among organizations to treat halal compliance as a procedural obligation rather than a moral commitment grounded in values such as trustworthiness, transparency, and accountability. This disconnect between normative ethics and practical implementation limits the transformative

potential of halal governance as an ethical economic system. The findings suggest that strengthening halal value chain governance requires not only technical improvements but also a deeper internalization of ethical principles within organizational cultures and decision-making processes.

Furthermore, the study confirms the existence of a significant research gap in the absence of a comprehensive and integrative governance framework. While previous research has addressed individual components such as certification systems or technological solutions, this study demonstrates that effective governance must incorporate a multidimensional approach that bridges ethical, institutional, and operational aspects. The proposed conceptual integration of Stakeholder Theory, Supply Chain Management Theory, and Islamic Business Ethics provides a novel contribution by offering a holistic perspective that addresses the complexities of global halal supply networks.

The conclusions also respond directly to the research objectives, which aimed to develop a governance model capable of strengthening ethical supply networks. The study finds that achieving this objective requires coordinated stakeholder engagement, enhanced supply chain integration, and the institutionalization of ethical values supported by appropriate technological tools. These elements are interdependent and must be implemented simultaneously to ensure the integrity and sustainability of halal value chains.

In terms of contributions, the study provides significant theoretical, practical, and academic implications. Theoretically, it advances the discourse on halal economics by integrating governance and ethics within a supply chain framework. Practically, it offers actionable insights for policymakers and industry practitioners in designing more effective governance systems, including the need for standard harmonization, digital innovation, and stakeholder collaboration. Academically, it enriches the literature by addressing a critical gap and proposing a comprehensive model that can serve as a foundation for future research.

In conclusion, the study affirms that strengthening halal value chain governance is essential for enhancing the credibility, efficiency, and ethical foundation of the global halal economy. The findings emphasize that governance must evolve from fragmented and compliance-driven approaches toward integrated and value-based systems that reflect both modern supply chain practices and Islamic ethical principles. By doing so, the halal industry can achieve sustainable growth while maintaining the trust and confidence of stakeholders worldwide.

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