



Determinants of Strategy Agility and Performance of Micro, Small and Medium Enterprises Halal Industry

Helmalia¹, Erni Masdupi¹, Rosyeni Rasyid¹

¹Universitas Negeri Padang, Indonesia

✉ helmalia@uinib.ac.id *

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Abstract

The growing halal industrial food and beverage business has not yet reflected competitive performance. Micro, small and medium enterprises in this sector often face challenges in the form of operational efficiency and low financial literacy, thus affecting their competitiveness. This study aims to analyze the effect of agility strategies on the performance of micro, small and medium enterprises in the halal industry. This research uses a quantitative approach through a survey with simple linear regression data analysis techniques. The object of research is halal-certified micro, small and medium enterprises, with data obtained from the Ministry of Religious Affairs, the Ministry of Cooperatives and micro, small and medium enterprises, the Central Bureau of Statistics, and the Ministry of Tourism and Creative Economy. The results show that the agility strategy allows micro, small and medium enterprises to operate more flexibly and responsively to market changes and meet strict halal standards. These findings form the basis for micro, small and medium enterprises in improving operational efficiency in order to strengthen the competitiveness of micro, small and medium enterprises in local and global markets. With the ability to adapt and innovate quickly according to the needs of the halal industry market in Indonesia.

INTRODUCTION

The burgeoning halal industrial food and beverage business has yet to reflect competitive performance. Micro, small and medium enterprises in this sector often struggle with operational efficiency and low financial literacy creating their competitiveness in the market. Based on Bank Indonesia data, 70% of micro, small and medium enterprises in halal food and beverages have a low level of technology utilization, which results in difficulties in increasing productivity and efficiency (Mustika et al., 2021). In addition, 60% of micro, small and medium enterprises of halal food and beverages experience problems in managing stock of goods, which causes inefficiencies in the supply chain and often leads to shortages or excess stock. This low utilization of technology and stock management issues worsen the condition of micro, small and medium enterprises in maintaining their competitiveness in an increasingly competitive market (Lee & Lee, 2020; Peristiwo, 2019). Therefore, increased financial literacy, technology adoption, and improved

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adoption, and improved stock management are essential to improve the performance and competitiveness of micro, small and medium enterprises in the halal food and beverage industry.

Adaptation of agility strategies will encourage the improvement of organizational performance of actors in the micro, small and medium enterprises sector of the halal industry (Doz & Kosonen, 2008; Sampath & Krishnamoorthy, 2017). This strategy can increase organizational ambidexterity, strengthen performance, and increase long-term effectiveness (Nouri & Mousavi, 2020; Shin & Konrad, 2017). By implementing agility strategies, micro, small and medium enterprises can be more responsive to market changes and consumer needs, allowing them to optimize innovation and operational efficiency (Tooranloo & Saghafi, 2019). This strategy also advances the ability of micro, small and medium enterprises to gain competitive advantage through increased flexibility and adaptability. In the context of the halal industry, the agility strategy will help micro, small and medium enterprises to more quickly adjust to evolving halal standards and regulations, as well as meet consumer expectations for guaranteed halal product quality. Thus, halal micro, small and medium enterprises can compete more effectively in domestic and international markets.

Various studies have shown that increasing agility strategies has a positive impact on the organizational performance of micro, small and medium enterprise sector actors (Nyamrunda & Freeman, 2021; Ottemoesoe et al., 2021). Research recognizes the many benefits of implementing this agility strategy, such as increasing organizational ambidexterity (Nouri & Mousavi, 2020), strengthening performance, increasing long-term effectiveness, and the ability to achieve competitive advantage (Ding et al., 2023). The findings of these various studies confirm the importance for micro, small and medium enterprises in the halal industry to improve agility strategies in their organizational performance. This will help them deal with changes in the business environment and develop the ability to meet market needs.

Research examining agility strategies in improving the performance of halal micro, small and medium enterprises in West Sumatra Province highlights the great potential and challenges facing this sector. Previous studies, such as those conducted by Doz & Kosonen (2008); Sampath & Krishnamoorthy (2017) confirm that the implementation of agility strategies can have a positive impact on organizational performance, including micro, small and medium enterprises. In addition, micro, small and medium enterprises in the halal food and beverage industry often also face challenges in the form of low operational efficiency, financial literacy, and adaptability to market changes. These limitations hamper their competitiveness, especially in the midst of increasingly dynamic market competition and evolving halal regulations. Agility strategies are important to address these challenges, as they provide micro, small and medium enterprises with the ability to adapt quickly, capitalize on opportunities, and increase operational flexibility while still complying with strict halal standards (Amalia & Hidayah, 2020; Yusuf et al., 2021).

This study aims to fill the gap in literature and practice related to the implementation of agility strategies in halal-certified micro, small and medium enterprises, especially in Padang. The contribution of this research is to provide empirical evidence regarding the effect of agility strategies on the performance of halal micro, small and medium enterprises, and to provide a basis for the

government and related institutions in designing policies, training and mentoring to improve the competitiveness of micro, small and medium enterprises in this sector.

LITERATURE REVIEW

Various studies discuss micro, small and medium enterprises in the halal industry in Indonesia in terms of opportunities and challenges. Studies by [Mubarok & Imam \(2020\)](#); [Suhaimi & Marliyah \(2023\)](#) revealed that the Indonesian government has launched a plan to become the center of the world's halal industry by 2024. Competition in the halal industry does not only occur among Muslim countries, but also non-Muslim countries. Research by [Prayuda et al \(2023\)](#) found that Indonesia's potential opportunities lie in the existence of international recognition, the development of Islamic financial systems, the halal food industry, halal tourism, and aspects related to halal lifestyle. However, the external challenges faced include competition with other countries, the absence of uniform international halal certification standards, and the incompatibility of the Organization of Islamic Cooperation countries in setting halal standards. Meanwhile, internal challenges include low halal awareness in the community, problems with halal product guarantee regulations, and low competitive ability.

Research by [Mubarok & Imam \(2020\)](#) states that Indonesia's strength in the global halal industry that can be developed is the halal food and beverage sector which contributes to Gross Domestic Product. Meanwhile, the halal tourism sector requires innovation in order to be globally competitive. [Peristiwo \(2019\)](#) added that maintaining the quality of halal food products is very important as an effort to compete in the global halal food industry. In the current era of halal food chain development and halal science, the need for halal food has increased significantly, even higher than in some other countries. Therefore, micro, small, and medium enterprises and halal food companies must maintain their production, apply technology, and accelerate responses to consumers.

[Mujahidin \(2020\)](#) found that although Indonesia is a country with the largest Muslim population, it still lags behind in the halal industry compared to other countries, currently in the fourth position in the world. [Mujahidin \(2020\)](#) mentioned that Indonesia has established the National Committee for Sharia Economics and Finance to develop the halal industry in the food and beverage sector, fashion, cosmetics, as well as banking services, tourism, finance, and recreational media. According to [Fathoni \(2020\)](#), the halal industry has great potential in driving national economic growth, although challenges such as halal awareness, local product competitiveness, and halal product guarantee regulations are still obstacles that need to be overcome.

The performance of micro, small and medium enterprises in the halal industry is crucial to ensure competitive management. Various studies have shown challenges from internal and external factors to the performance and sustainability of micro, small and medium enterprises. These challenges are influenced by changes in the business environment [Mokodompit et al \(2019\)](#), limited funding capabilities [Bongomin et al \(2017\)](#), and competition with foreign companies and large companies in related sectors [Fandeli et al \(2020\)](#). A number of other studies, such as [Nouri & Mousavi \(2020\)](#), emphasize the need for agility strategies to improve the performance and sustainability of micro, small and medium enterprises. This strategy is able to increase organizational ambidexterity, strengthen long-term effectiveness, and increase sustainable competitiveness. However, the agility

strategy is still rarely studied in depth in the context of micro, small and medium enterprises in the halal industry, even though this exploration is important to develop a model for strengthening opportunities and facing business challenges for micro, small and medium enterprises in the halal industry in Indonesia.

In addition, the concept of halal entrepreneurship has also been widely researched in relation to the business opportunities and challenges of micro, small and medium enterprises in the halal industry in Indonesia. [Soltanian et al \(2016\)](#) found the importance of the concept of halal premiership for micro, small and medium enterprises in the halal industry, which is influenced by motivation to seek opportunities, perceived desire, peer influence, perceptions of feasibility, and government support. Research by [Abdullah & Azam \(2021\)](#) revealed that halal entrepreneurship has characteristics that distinguish it from conventional entrepreneurship, where understanding and knowledge of halal entrepreneurship can help individuals identify their role in the halal industry while exploring various global halal business opportunities. Meanwhile, [Ihsan et al \(2022\)](#) showed that the high level of halal awareness among micro, small and medium enterprises in the halal industry in Indonesia contributes to the readiness to adopt the concept of halal entrepreneurship, with halal awareness acting as a moderator between human resources and the tendency to become halal entrepreneurs [Munawaroh et al \(2025\)](#); [Satriadi et al \(2024\)](#). These results underscore the importance of government support and policies in improving the competence, expertise, and knowledge of micro, small, and medium enterprises about halal industrial products.

Existing literature suggests the importance of strategic agility and halal premiership competencies in improving the performance and sustainability of micro, small and medium enterprises. However, there is very little empirical evidence supporting the relationship between halal premiership competencies and agility strategies in the context of micro, small and medium enterprises in the halal industry in Indonesia. The question that needs to be answered is whether halal premiership competence can strengthen or even weaken the influence of agility strategies on the performance and sustainability of micro, small and medium enterprises in the halal industry in Indonesia. Therefore, research that examines this void is important for the development of science, business practices of micro, small and medium enterprises in the halal industry, as well as in the formulation of government policies.

The concept of organizational performance itself can be measured by various quantitative indicators such as profitability, return on investment, market share, and so on. Some methods also use qualitative benchmarks such as employee performance, customer satisfaction, and competitive advantage ([Bratton, 2021](#); [Kirana et al., 2023](#)). [Salas-Vallina et al \(2021\)](#) states that performance is the extent to which the organization achieves its goals and objectives, which is shown through the completion of tasks by employees against a set target. According to [Healy et al \(2014\)](#), performance is a multi-faceted phenomenon that is flexible, adaptive, and important for business survival. Also emphasized that changes in micro, small, and medium enterprises are important to utilize existing assets and capacities to improve performance, not only in financial aspects, but also organizational sustainability ([Verreynne, 2006](#)). [Effendy et al \(2021\)](#) analyzed the performance of micro, small, and medium enterprises through resource constraints, complex financial indicators, and structural approaches as in large enterprises.

Strategic agility in the context of micro, small and medium enterprises is the

ability to make quick decisions in response to opportunities and changes in the business environment (Vecchiato, 2015). Humala (2015) mentions that this strategy involves adapting strategic orientation in the face of change, while see it as an organization's ability to stabilize uncertainty through rapid response. Kale et al (2019) linked agility strategies with absorptive capacity and organizational performance. Alsharah (2020) added that agility strategies increase operational sensitivity to uncertainty, helping companies to predict, understand, and respond to changes in the external environment with flexibility and agility. Speed and responsiveness are the main keys in maintaining organizational sustainability (Doz & Kosonen, 2010; Tallon & Pinsonneault, 2011).

The halal industry itself includes the concept of halal and thayyib, which is everything that is allowed and beneficial to humans according to Sharia law (Mohezar et al., 2016). El-Gohary (2020) explain that halal means safe and beneficial, while haram is associated with harm. Akhmetova (2016); Fathi et al (2016) categorize the halal industry in three approaches: identification of halal and haram factors, views from the producer and consumer sides, and the challenges of fulfilling halal certification. Wilson & Liu (2010) emphasized that increasing religious knowledge makes Muslims more selective about halal products and services, and even non-Muslim consumers are also starting to be interested in halal standards because of their quality (Rajagopal et al., 2011). Zailani et al (2017) pointed out that the inefficiency of halal certification authorities is one of the barriers to the halal industry, due to the high cost of certification and its impact on product prices. However, the halal market continues to grow rapidly, making it important for manufacturers to balance product quality, halal standards, and Sharia compliance to maintain sustainability amid global competition (Battour et al., 2018; Enceng et al., 2024; Ihsan et al., 2022).

METHODS

This research uses a quantitative method with a survey approach. The choice of this method considers the aim of obtaining data that is measurable, concrete, and can be used in analyzing causal relationships (Afriandi et al., 2023; K, 2019). This research is deductive in nature, where theory is used as the basis for formulating hypotheses which are then tested through data collection in the field (Bryant & Charmaz, 2019; PH. and Chang, 2009; Wulandari et al., 2022; Yusnita et al., 2018). Problem identification is carried out through a review of the conditions of micro, small and medium enterprises in the halal industry sector, especially halal-certified micro, small and medium enterprises in West Sumatra. Data sources are referred from official data from the Ministry of Religious Affairs, the Ministry of Cooperatives and micro, small and medium enterprises, the Central Bureau of Statistics, and the Ministry of Tourism and Creative Economy. The population in this study were all micro, small and medium enterprises in the halal industry in Padang, while the sample determination was carried out using non-probability sampling techniques using purposive sampling method, with certain criteria tailored to research needs (Mohajan, 2020; Uprichard, 2013).

The research instrument was prepared in the form of a questionnaire based on relevant variable indicators, with the instrument validation process carried out to assess its validity and reliability (Engkizar et al., 2022; Kasmar et al., 2019). After the instrument was declared feasible, data was collected through distributing questionnaires to respondents who had met the criteria (Nopiardo et al., 2024). The

collected data were analyzed using statistical software such as SPSS, SmartPLS, and AMOS. The analysis stages include grouping and tabulating data based on variables and types of respondents, presenting data, testing problem formulations, and testing hypotheses (Heeringa et al., 2017). Simple linear regression analysis is used to see the direction and magnitude of the effect of Entrepreneurial Behavior on Management Skills. Hypothesis testing is done partially through the t test, while the coefficient of determination (R^2) is used to describe how much the model can explain variations in the dependent variable (Plonsky & Ghanbar, 2018). The results of the analysis are then interpreted to obtain research findings which form the basis for preparing conclusions and recommendations.

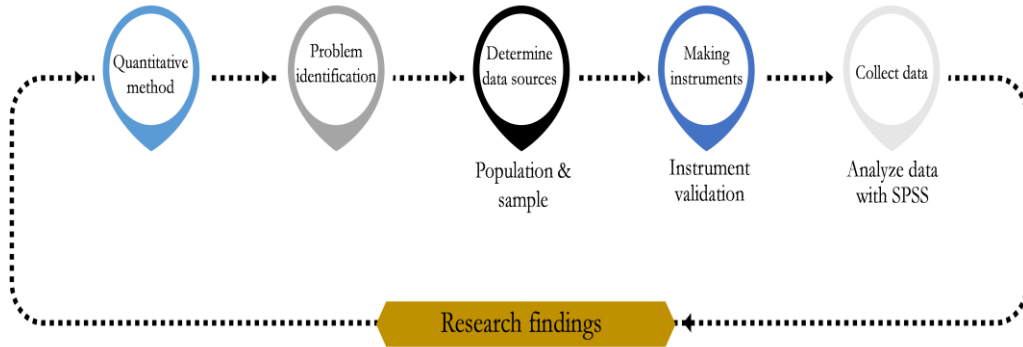


Fig 1. Research Flow

RESULT AND DISCUSSION

Validity Test

A test on a measuring instrument can be said to have high validity if the instrument is able to carry out its measuring function and provide measurement results in accordance with the purpose of the measurement. Tests that produce data that are irrelevant to the purpose of measurement are said to be tests that have low validity. Then the correlation coefficient value of each statement item is compared with the r table value (1.968). If the correlation coefficient of an item is smaller than 1.968, it means that the item has a lower relationship with other statement items than with the variable under study, so that the item is declared invalid. Based on the data obtained, researchers have conducted a Pearson correlation test on the Agility Strategy variable (X) and the micro, small and small business performance variable (Y) so as to obtain the following results:

Table 1. Validity Test Results

Variable	Item	R-count	R-table	Description
Agility strategy	SA1	0.322**	1,968	Valid
	SA2	0.394**	1,968	Valid
	SA3	0.478**	1,968	Valid
	SA4	0.500**	1,968	Valid
	SA5	0.465**	1,968	Valid
	SA6	0.338**	1,968	Valid
	SA7	0.544**	1,968	Valid
	SA8	0.422**	1,968	Valid
	SA9	0.564**	1,968	Valid
	SA10	0.539**	1,968	Valid
Performance of Halal micro, small and medium	KUH1	0.281**	1,968	Valid
	KUH2	0.479**	1,968	Valid
	KUH3	0.476**	1,968	Valid

enterprises	KUH4	0.387**	1,968	Valid
	KUH5	0.485**	1,968	Valid
	KUH6	0.480**	1,968	Valid
	KUH7	0.284**	1,968	Valid
	KUH8	0.450**	1,968	Valid
	KUH9	0.298**	1,968	Valid
	KUH10	0.276**	1,968	Valid

From the validity test results presented in the table above, it shows that all r values are greater than r table (1.968), meaning that each statement correlates with the total score, the data collected is declared valid and ready to be analyzed.

Reliability Test

Reliability is a measuring instrument to determine the extent to which the measuring instrument can be relied upon consistently. Measurement results can be trusted if the measuring instrument gives the same results or does not change even if the measurement is repeated. Reliability calculations were carried out using the SPSS Version 24.0 statistical program and the reliability test used the Chronbach Alpha measurement technique, the test results can be said to be reliable if Chronbach Alpha > 0.6 . The following are the results of the reliability test of the Independent variable (business performance of micro, small and medium enterprises) in the table below:

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Description
Agility strategy	0,602	Realibel
Performance of Halal micro, small and medium enterprises	0,644	Realibel

From the table above, it can be seen that the Cronbach Alpha value for all items of the Agility Strategy variable (X) is $0.602 > 0.60$, it can be concluded that the research instrument on the agility strategy variable is reliable or in other words acceptable. While the Cronbach Alpha value for all items of the MSE Performance variable (Y) is $0.602 > 0.60$, it can be concluded that the research instrument on the halal micro, small and medium business performance variable is reliable or in other words acceptable.

Classical Assumption Test

Normality Test

The normality test aims to evaluate whether the residuals in the regression model have a distribution that is close to normal. A good regression model is expected to have normally distributed residuals. Approaches to detecting normality include P-Plot Graph analysis and the Kolmogorov-Smirnov approach. The results of the normality test on customers who determine the Islamic stewardship model in the ecological distribution of ethnic minangkabau migrants can be found in Figure 4.1, which displays the P-Plot Graph with the Kolmogorov-Smirnov approach to provide a clearer understanding of the normality of the data.

Table 3. Kolmogorov Smirnov Test

K-S	Significance Level
0,200	$> 0,05$

Table 1 shows that the combined Kolmogorov-Smirnov (K-S) value is 0.200, which exceeds the commonly used significance limit of 0.05. This indicates that the

data that has been analyzed using the Kolmogorov-Smirnov method has a distribution that can be considered normal. In this context, a normal distribution indicates that the data tends to be spread evenly around the mean, with most observations concentrated around the mean.

Multicollinearity Test

The linearity test is carried out to determine whether the model being proven is a linear model or not. So that in the results of data processing carried out for the linearity test contained in the multicollinearity test results are listed in table 2 below.

Table 4. Multicollinearity Test

<i>Deviation Of Linearity</i>	Significance Level
0,753	> 0,05

Based on the results from Table 2, it can be concluded that the significant value of deviation from linearity is 0.753 which is greater than 0.05 ($0.753 > 0.05$). So it can be concluded that the independent variable affects the dependent variable.

Heteroscedasticity Test

The heteroscedasticity test aims to evaluate whether there is inconsistent variation in the variance of the residuals between observations. The results of this test are usually examined through a Scatterplot, which displays the relationship between residuals and predicted values. In the Scatterplot, we can see if the scattered pattern of the residual points shows an uneven pattern, which would indicate the presence of heteroscedasticity in the data.

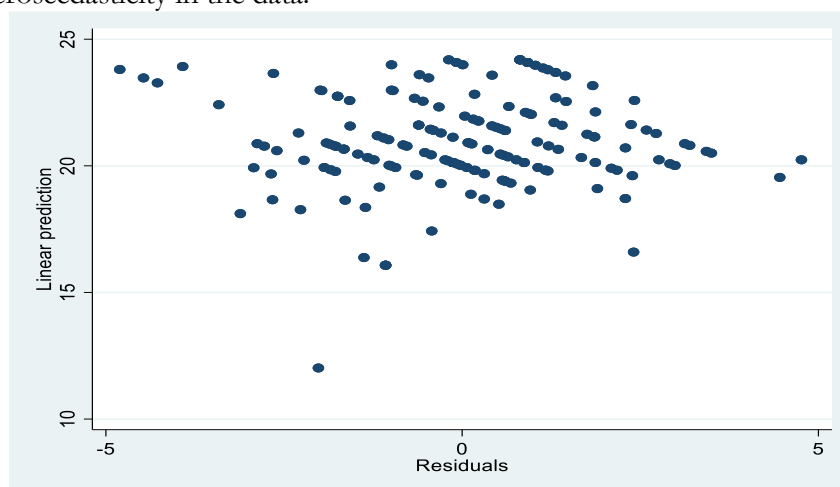


Figure 2. Scatter Plot of Heteroscedasticity Test

Based on Figure 2 above, it can be seen that the points do not form a clear pattern and the points spread above and below the number 0 on the Y axis, so there is no heteroscedasticity problem in the regression model.

Table 5. Heteroscedasticity Test

Heteroscedasticity Test	
chi2(1)	1.01
Prob > chi2	0.3141

Based on Table 3, it can be concluded that the Prob chi-squared value is greater than 0.05. This indicates that there is no heteroscedasticity problem in the observed regression model. Thus, there is insufficient evidence to reject the null hypothesis that the variation of the residuals is constant across the range of predicted values.

This explains that the regression model fulfills the assumption of heteroscedasticity.

Simple Linear Regression Analysis

This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. From data processing, the regression results are as follows:

Table 6. Multiple Linear Regression Estimation Table

Variable	Coefficient	Std. err.	T	P> t
Agility strategy				
_x1	0.504	0.458	2.27	0.024
_cons	4,155	2,07	20.06	0.000

The table above explains the regression equation as follows:

$$Y = a + \beta_1 X_1 + e$$

$$Y = 4,155 + 0,504 + e$$

The regression equation can be explained as follows:

$\alpha = 4.155$ is a constant value, indicating that if there is no agility strategy or equal to 0, then the performance of micro, small and medium enterprises is valued at 4.155.

$b = 0.104$ is the coefficient value, indicating that if the agility strategy, it will be worth 1 point, then the performance of micro, small and medium enterprises will increase by 0.504.

So it can be concluded that the application of efficient and effective agility strategies will improve performance between 50.4%. With a significance value of 0.024 smaller than 0,05 and it can be interpreted that the agility strategy has a positive and significant effect on the performance of micro, small and medium enterprises in the Halal Industry.

Hypothesis Test (t-test)

Partial tests are used to test the partial significance of each independent variable on the dependent variable, decision making, to determine the effect of the Entrepreneurial Behavior variable (X) on the Managerial Ability variable (Y) by comparing the tcount value with the ttable at a significant level of 5% (0.05). Based on the hypothesis assumptions below:

Ho: There is no significant influence between agility strategies on the business performance of Halal micro, small and medium enterprises.

Ha: There is a significant influence between agility strategies on the performance of Halal micro, small and medium enterprises.

As for the decision-making criteria:

- If t count < t table then Ho is accepted, at sig > $\alpha = 5\%$

- If t count > t table then Ha is accepted, at sig < $\alpha = 5\%$

For the results of statistical analysis can be seen in the table below:

Table 7. Hypothesis Test Results (-t Test)

Variable	Coefficient	Std. err.	t	P> t
Agility strategy	0.504	0.458	2.27	0.024
_cons	4,155	2,07	20.06	0.000

Based on the partial test results table, the t value is 2.27 with a probability value

($P > |t|$) of 0.024. By comparing the calculated t value with the t table at the 5% significance level ($\alpha = 0.05$), it is known that the calculated t is greater than the t table ($2.27 > 2.045$, based on the t distribution for a large sample of 100). In addition, the probability value of 0.024 is smaller than 0.05 ($\text{sig} < \alpha$). Therefore, H_0 is rejected and H_a is accepted, which means that there is a significant influence between agility strategies on the performance of halal micro, small and medium enterprises.

Determination Coefficient Test

The coefficient of determination is used to calculate how much contribution or contribution of variable X to variable Y, or in other words to calculate the influence of the Agility Strategy on the Business Performance of halal micro, small and medium enterprises. The coefficient of determination can be seen in the table below:

Table 8. Test Results of the Coefficient of Determination

Model	Rsquared	Adjusted Rsquared
1	0.017	0.0137

Based on the table presented, the R^2 value is 0.017, which means that only 1.7% of the variation in business performance of halal micro, small and medium enterprises can be explained by agility strategies. In other words, the influence of agility strategies on business performance is relatively small. Meanwhile, the Adjusted R^2 value of 0.0137 shows the adjustment for the number of independent variables used in the model. This value is slightly lower than R^2 , indicating that the model still has other independent variables outside the agility strategy that are more dominant in influencing business performance. The low value of R^2 implies the need to consider additional variables or other external factors that may contribute significantly to variations in business performance of halal micro, small and medium enterprises.

CONCLUSION

Based on the research results, the agility strategy is proven to have a significant effect on the performance of halal-certified micro, small and medium enterprises in Padang City. The results of the simple linear regression test show the contribution of the agility strategy of 4.155% to improving performance, with the t test producing a t count greater than the t table ($2.27 > 2.045$) at a significance level of 5%, as well as a probability value of 0.024 which is smaller than 0.05. This finding indicates that the higher the ability of micro, small and medium enterprises to adapt and respond to market dynamics, the better their business performance. Therefore, the development of agility strategies through increased adaptation, product innovation based on consumer needs, utilization of digital technology, and collaboration with certification bodies, government, and e-commerce platforms are important steps to strengthen the competitiveness of halal products and encourage the growth of the halal industry in West Sumatra.

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