

# FACTORS INFLUENCING GENERAL EMPLOYEE'S PERCEPTION AND ATTITUDE TOWARDS HALAL LOGISTICS ADAPTATION

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**ABSTRACT:** This literary study will examine the factors influencing the perception and attitude of logistics general employees in the context of Halal within their activities. Due to the high demand of halal product and as consumers become more sensitive towards Halal integrity, the adaptation towards Halal logistics concept has become crucial. As a service based industry, human capitals are an important asset which determines the success of the operational performance specifically in protecting the integrity of Halal products. By changing the routine conventional logistics practice into a newly Halal logistics has given a high impact towards the general employee especially in both warehousing and trucking department. A successful implementation of Halal logistics concept depends on the response of general employee which largely arises from his/her positive perceptions and attitude thus reflects on good work performance. As employees start to show resistance toward change, the organization will face threat towards Halal product integrity. In order to obtain a successful Halal products distribution and integrity, it is necessary to ensure that not only the organization but also the manpower are willing and ready to undergo transformations. Multiple studies that emphasizing on employee acceptance towards change within the scope of service based industry had been analyzed in order to determine the factors that could be adapted in Halal logistics industry. The paper is part of the literature review of a doctoral study and its significance shall serve as a reference for the governance halal authority, higher institutions, logistics industry players and researcher towards halal human capital development in Malaysia

**Key Word:** Halal logistics industry; General employees, Factors influence perception and attitude, Halal logistics adaption

## INTRODUCTION

Transportation Department and Warehousing Department are two major operational departments in Halal logistics service. Segregation between Halal and Haram and proper handling activities are done according to Syariah in order to maintain the Halal integrity and avoid any cross-contamination. Cross contamination between Halal and non-Halal products in transportation and warehouse operational process are high [1-13].

The requirement of Shariah Law in Halal logistics in Warehousing and Trucking Department are specifically covers the process of handling, distribution, serving, delivering, loading and unloading of the Halal products [13-14] There is a concern involving human resource within the Halal logistics operational process. First, is whether the workers are following guidelines and standards specifically for Halal logistics. Secondly, is concerning whether the management has provided the sufficient knowledge and properly monitoring the workers in handling both Halal and Non-Halal products.

The overall process in transportation sector can be seen in below Figure 2: Activity Flow in Transportation Sector. Human capital or general employees that are responsible in transportation sector is known as truck drivers; a person who earns a living as the driver of a truck, which can be a semi-truck, box truck or a dump truck. Truck drivers provide an essential service to industrialized societies by transporting finished goods and raw materials over land, typically to and from manufacturing plants, retails and distribution centre.

Halal warehouse require a high integration with the transportation department in order to protect the Halal integrity for Halal products as both of the departments are linked with each other. By referring to Figure 3, the

general work flow in warehousing can be identified and concluded that most of the activity are done by general workers, which are; checking & verification, storage, sorting and picking, bulk breaking, pelleting and other.

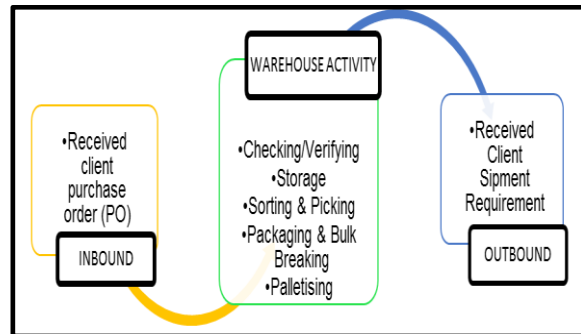


Figure 1: Activity Flow in Warehouse Sector

[See 14]

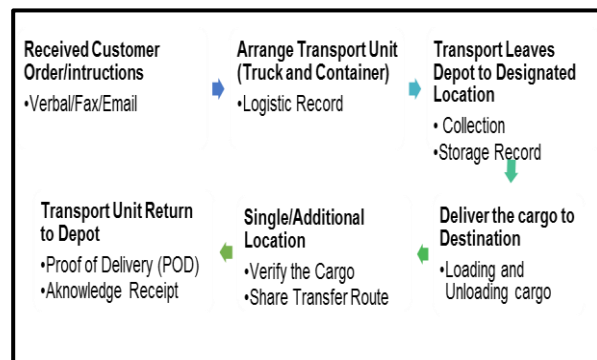


Figure 2: Activity Flow in Transportation Sector

[See 13]

**CURRENT SITUATION****Table 1: List of Publication Review**

No.	Theme	Title	Author	Year
1.	Halal Information System	Factors influencing ICT adoption in halal transportations: A case study of Malaysian halal logistics service providers.	Mohd Iskandar Illyas Tan Raziah Noor Razak Mohammad Isak Desa	2012
2.	Halal Adoptions	Barriers And Enablers In Adopting Halal Transportation Service: A Study Of Malaysia Halal Manufacturer	Abdul Hafaz Ngah Yuserrie Zainuddin Ramaya Thurasamay	2014
3	Halal Adoption	Modelling Of Halal Warehouse Adoption Using Partial Least Square (PLS)	Abdul Hafaz Ngah Yuserrie Zainuddin Ramayah Thurasamy	2014
4.	Halal Adoption	Third Party Logistics Awareness Factors Towards Halal Logistics	Hazwani Ahmad Tarmizi Nitty Hirawaty Kamarulzaman Ismail Abd Latiff Azmawani Abd Rahman	2014

[See 43, 23, 47, 48]

Several researches are done within the scope of Halal transportation and Halal warehousing which can be seen in Table 1. Despite, there are still a huge lack of research done in this two major area such as risk management, handling flow of products (frozen food, dry and wet food, pharmaceutical and medical product) and human resources. Specifically, in human resource, studies that were done mainly covers on the upper management level or organizational level rather than lower level workers.

Managing both transportation and warehousing department are akin in playing symphony with people, systems and processes. Whether in conversational logistics or Halal logistics, both trucking and warehousing department player are having the same issues in obtaining a balance and efficient operation between these three elements. But the issues are greater in Halal logistics as more detail countermeasure is needed in successfully adapting the newly concept especially in term of manpower.

Zulfakar *et al* [46], mentioned that the integrity enhancement between warehousing and transportation operation must be emphasized. The most important element which both of the department has in common is human resource which is clearly having been overlooked. The integrity of Halal product distribution can only be obtained by ensuring that the human resources within both departments are fully aware and trained with the concept of Halal logistics. This is due to the fact that since logistics industry is a service industry, thus majority is operated by human capital or manpower. People are one of the 7P's in the service marketing mix and are defined as the service itself. To put in a simple word, people can make or break an organization.

Based on Figure 2, the first possibility of cross contamination that could occur is when the truck driver did not perform Samak on the truck vehicles and container if it was previously used to transport non-Halal products. This is

supported by Omar et al., [37], where cross contamination commonly occurs during delivery and distribution stage. As in warehousing sector, there are several failure point process that could result to a cross-contamination of Halal product which are: inbound flow handling, product-to-location assignment, product storage, order-to-stock location allocation, order batching and release, order picking, packaging, value-added logistics activities, and shipment [19-20]. The most complex activities would be storage and order picking which require a labour-intensive process in determining the warehouse performance.

For these reasons, this paper tends to answer questions on what are the factors that influence the work performance of the operational workers in Halal transportation and Halal warehousing. By doing so, the low productivity of the general workers can be improved and the continuous Halal process operation flow of the Halal product will be protected.

#### **FACTORS INFLUENCING GENERAL EMPLOYEES' PERCEPTION AND ATTITUDE**

This study will indicate the factors that influencing the general employees' perception and attitude towards the context of Halal within their job scope with the purpose of ensuring the Halal integrity of Halal products. For a service based industry, people are the key elements aside from material equipment resources that make up the organization. General employees are the one who will decide either to fully adapt and embracing the newly concept or resist the changes that had been done. In order to make a successful organization, it is necessary to ensure that not only the organization, but also the manpower are willing and ready to undergo transformations [1].

One of contribute factor that lead to the effectiveness for organizational change is the readiness of the whole organizational members [2-1-40-36]. Smith [42], added that a

failure to a successful organizational and individuals readiness may result in manager spending significant time and energy dealing with the resistance to change. Beeker et al. [5], put forward that any change effort has two basic and crucial element defined by the following equation:

$$\text{QUALITY} \times \text{ACCEPTANCE} = \text{EFFECTIVE CHANGE}$$

$$\text{EC} = \text{Q} \times \text{A}$$

Tan [43] mention that organization need to consider the technology factors, environmental factors, management factors, and government factors in adopting Halal transportation in Halal logistics in Malaysia perspectives. While researchers added that by using a ground theory from TOE (Technology, Organization and Environment) framework, a significant positive relationship between the awareness of manufacturing and the adaptation of Halal warehousing were obtained [49].

As for the environment change factor in this case study would be the change of logistics practice from conventional to Halal process which given a high impact towards the employee acceptance [25]. However, employee personal characteristics such as education, age, and seniority may interfere the approval of change. Aside from that, the most important factor needed for a successful implementation would be communication, involvement and inclusion between the upper management and lower general employee. This is well supported by Voon [35] that stated transformational leadership style has a positive leadership with job satisfaction than transactional leadership which resulting to a better acceptance by general employee in adapting new changes.

Based on the overall research there are three main factors that influence the general employees' perception and attitude towards adapting Halal logistics concept in their operational routine activities; 1) Management Support, 2) Employee Characteristics Traits, and 3) Environmental.

#### **Management Support**

Management support is crucial in accommodating and assisting the implementation of Halal logistics concepts throughout the provision of financial, materials, human resource as well as shaping the organization in order to ensure a smooth adaption of Halal logistics concept [23]. When negative form of resistance to change exists among the employees; organization and employees are left in a conflicting environment [25]. Prasad et al. emphasized that in most cases, transformational, radical or large scale change can cause stress in term of low motivational and morale value, decrease in performance, high turnover, low job satisfaction and productivity, poor product and services offer and also poor internal communication as well as integration between departments.

Leadership style change is one of the ways that could be done by the management in influencing the adaption of the new concept by the employee; general employee of warehousing department and truck drivers of trucking department. By implementing an effective leadership style, it could ensure that job satisfaction of employee could be attain thus

resulting to a better commitment, behavior, attitude as well as acceptance towards the new changes been done by the organization [1-35]. Ali *et al.*, also added that it is the ability of the leader to influence their subordinates to perform at their highest capability. Aronson et al. [3], point out that the respect towards subordinate, honesty and integrity ways of working, promote efficiency and an open line communication with employees are the important element in achieving a successful adaption of the new changes. Yet again, Voon et al. [35], argued that in order to obtain high job satisfaction, management should be implementing a transformational leadership which is proven in her research study.

#### **Employee Characteristic Traits**

Based on Beeker et al. (2001) equation, acceptance of change by employees is a crucial issue in accomplishing an effective organization transformation. Prasad et al. (2006), also added that some of demographic factors such as age group, level of education, and seniority at work place influence greatly on the employee's acceptance towards the changes been done by the organizations. Based on his findings, there are a positive relationship between the age group and level of seniority with the acceptance towards changes by the employees.

workers will be more confidence in their abilities as well as positive perception towards the changes if they are empower with skills, attitudes and opportunities to manage the changes done. This is deeply supported by Hazwani *et al.* [23], where she stated that a prior knowledge of Halal logistics to the general employees is an important indicator to ensure a successfulness of implementation of new things and new idea. Karamjeet *et al.* [25], also added that employee will display a positive response towards changes after they received a sufficient training and have experienced the advantages gained by adapting the changes. Thus clearly the stated that the amount of training and knowledge gain by the employee influence greatly and act as an indicator in influencing the acceptance of the employees towards the changes.

#### **Environmental**

Organizational culture functions as the internal integration and coordination between the organizational operations and its employees. Internal integration can be described as the societal interaction of members or department in creating boundaries of the organization feelings of identity among personals and commitment to the organization [34]. An affective commitment is one of the important factors to show the individual's attitude by his or her attachment and relations with the organization [36]. Based on few research, there are several measure to examine the employee's commitment with the organization which are the; 1) relationship between supervisors and peers [36]; 2) collaborative working environment [30].

Supervisor and peers relationship are important to identify the employee's attitude and perception towards the new implementation made by the organizations. This is relevant since by using the variables, knowledge is found to be exchange between individuals, groups and organizations [39]. Few other researchers such as [22,36], gained a positive result in determine the relationship between employee relationship with peers and supervisor towards their

commitment of their career. Thus it is clear to examine employee attitudes and perception towards organizational change by using the relation with peer and supervisors as a variable. This is due to the important significant for improvement, innovation and job satisfaction of the employees [36,49-53]

Collaboration results in exchanging people, technology and information thus technically regards as management change into adapting Halal logistic operational concept [38]. Cross functional and collaboration is an integral part of BRP thus its awareness and existence signifies readiness to change. So, to ensure a successful operational process, coordination is crucial to be implemented within the organization's inter-reliant activities. Teamwork at all levels of an organization is important to motivate and encourage innovation and radical improvement [10-30]. Technically collaboration is a mean way of having people from different department to work together to ensure a smooth flow throughout the whole process which in this study would be the collaboration between warehousing department and trucking department. Researchers agreed that having a friendly interaction environment can lead to a better teamwork among employees thus increasing the work performance that shows that the employee is ready to adapt Halal concept in their daily work routine [49-53].

## DISCUSSION AND CONCLUSION

General employees' perception and attitudes in performing their job affects greatly within the industry which in this case would be Halal logistics players. This is due to the high involvement of warehouse general workers and truck drivers in organizing the activities within the circulatory of Halal logistics procedure which are crucial in ensuring that the Halal products are always in a safe and clean environment until it reaches to the end consumer. Readiness and preparation are greatly important toward general employees and truck drivers of warehousing and transportation department in order to maintain and sustain Halal logistics operation for a long term period. Thus, management must not only focus in improving the facilities, information and process but more towards human resource within the organization in adapting a better Halal logistics operation practice.

A successful implementation of organization change depends on the response of employee largely arises from his/her positive perceptions thus reflects on good work performance. While **researchers** pointed out that work performance is associated with quantity of output, quality of output, timelessness of output, present/attendance on job, efficiency of work completed and effectiveness or work completed [31]. But **Campbell (1996) [9]** argued that work performance refer to as attitude or actions that are relevant to the goals of the organizations.

Once an employee set a negative perception in their mind, it will reflect a poor attitudes that will be difficult to change as they tend to be more comfortable with what they learned or knew due to fear of risks taking [18]; intolerance to ambiguity [27] and possibly the need to maintain tradition.

Probst and Strand (2001), also support by stating that employee tends to feel a loss of control since for them once a changes have been done it will imply as a loss of the security that goes with a specific job.

Few researchers [16-18], support by adding that it is vital to have a positive attitudes among the employee towards the changes in order to achieve organizational goals and in succeeding the changes. Employees with a positive response will show willingness while a negative shall reflects resistance towards the changes Thus it is important for the organization to identify what are the trigger/s that make employee resist toward the change implementation.

The successfulness of Halal product distribution can only be obtain by ensuring that the human resources within both operational department are fully understood and trained with the concept of Halal logistics. As a conclusion to ensure a fully adaptation of Halal logistics concept in the whole organization, it is a must for the logistics players to identify the factors that influence the general employees' perceptions and attitude towards the newly Halal logistics concept.

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No Akaun Bank	: 106700001300
Tarikh Bayaran	: 28/10/2015
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