

Strategies to Improve Sustainable Competitive Advantage in The Halal Industry Through Knowledge Sharing: HR Perspective

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Abstract: *The halal industry in Indonesia faces significant challenges in establishing a sustainable competitive advantage (SCA) in an increasingly competitive global market. One key factor that could support this advantage is adopting Green Human Resource Management (GHRM) practices and promoting green knowledge sharing. This study investigates the relationship between GHRM practices, green knowledge sharing, and the achievement of SCA within the Indonesian halal industry. Employing a systematic literature review (SLR) methodology, the study utilizes the Resource-Based View (RBV) theory to analyze relevant literature. The search used Scopus and Google Scholar databases, focusing on GHRM, knowledge sharing, and competitive advantage. The findings indicate that GHRM positively influences SCA, with green knowledge sharing as a mediator and moderator that strengthens this effect. Additionally, organizational citizenship behavior (OCB), driven by green leadership, further contributes to the achievement of SCA. This research offers theoretical insights into the application of RBV within the halal industry and underscores the significance of green knowledge sharing and OCB in fostering sustainable competitive advantage. The practical implication of these findings highlights the importance of implementing effective GHRM practices and cultivating a green knowledge-sharing culture to enhance sustainability in the halal sector. The study's limitation lies in its reliance on existing literature without empirical analysis in the field.*

Keywords: GHRM; Green Knowledge Sharing; SCA; Halal Industry; RBV

JEL: F, O, F, Q

1. INTRODUCTION

The halal industry has experienced remarkable growth in recent years, driven by the escalating global demand for products and services adhering to halal standards. Indonesia, as the country with the largest Muslim population in the world, holds substantial potential to become a global leader in this sector. The Royal Islamic Strategic Studies Centre (RISSC) reported 2023 that Indonesia's Muslim population reached approximately 240.62 million, constituting 86.7% of the total population (RISSC, 2023). This significant demographic provides a robust domestic market foundation for developing Indonesia's halal industry into a key economic sector.

Despite its potential, developing Indonesia's halal industry requires innovative approaches to address domestic and international market demands. The government's vision to establish Indonesia as a Global Halal Hub by 2024 highlights a strategic commitment to positioning the country as a global leader in halal products and services. Achieving this vision necessitates enhancing the industry's competitiveness through sustainable strategies that can differentiate Indonesia's halal products and services in the global market. The Master Plan for the Indonesian Halal Industry 2023-2029 outlines critical initiatives to strengthen the halal ecosystem, emphasizing the importance of infrastructure development, innovation, and the establishment of standards that align with global expectations. To improve its ranking in the Global Islamic Economy Index (GIEI), supporting infrastructure development is essential. Data from the 2022 GIEI shows that Muslims worldwide spent around US\$2 trillion in 2021 on various sectors, including food, pharmaceuticals, cosmetics, fashion, travel, and media/recreation. The increase in Islamic financial assets and the projection of Muslim spending that could reach US\$2.8 trillion by 2025 underscore the importance of the vast global market (Dinar Standard, 2021).

A critical yet underexplored area in this context is the role of Green Knowledge Sharing

(GKS) in fostering a Sustainable Competitive Advantage (SCA). GKS, which emphasizes sharing environmentally conscious practices and innovations, is vital for integrating sustainability into the halal industry's operational and strategic frameworks. While previous studies have focused on general knowledge-sharing practices, research on GKS within the halal industry still needs to be expanded, representing a significant gap in the literature. Addressing this gap is crucial, as GKS supports the alignment of halal practices with global sustainability standards and enhances the industry's appeal to an increasingly eco-conscious global market.

Sustainability has become a significant focus in the industry, and efforts to achieve sustainable competitive advantage are essential (Adner & Zemsky, 2006). One of the critical elements in achieving excellence in the halal sector is implementing effective human resource management (HRM) practices (Rahmat & Apriliani, 2023), especially in enhancing knowledge sharing. Knowledge sharing is a bridge to ensure that the latest knowledge about the halalness of products and services can be accessed and optimally utilized within the organization (Abd-Mutalib, 2023). By increasing knowledge sharing, individual competencies in halal certification can be strengthened while supporting the development of sustainable organizational capabilities (Ahmad et al., 2023). Therefore, the role of human resource management in managing and improving knowledge-sharing practices is crucial (Almada & Borges, 2018).

In the context of the halal industry, understanding the perspective of human resource management is essential to facing challenges and taking advantage of existing opportunities (Bandaranayake & Pushpakumari, 2021). Effective human resource management includes recruiting and developing competent individuals (Rahmat et al., 2022) with halal certification and creating an organizational culture that supports sustainable knowledge sharing (Ngo & Ngo, 2023). A culture that prioritizes sustainability can strengthen the relationship between knowledge sharing and competitive advantage (Garcia-Perez, 2018; Widodo, 2015).

With a deeper understanding of the dominance of human resource management perspectives in the halal industry, this study explores how HRM practices can be effectively integrated to achieve sustainable competitive advantage (Rahmat, 2023). This study will conduct a systematic literature review to investigate the role of human resource management in facilitating knowledge sharing and achieving competitive advantage in the halal industry.

Existing literature has highlighted the importance of knowledge sharing in the context of sustainability and competitive advantage (Kadhim & Rahman, 2023; Kusuma, 2023; Lin, 2017; Zairbani & Kumar, 2023). However, further research is needed to explore the role of human resource management in the halal industry, particularly on how HRM practices can be directed to support and strengthen knowledge sharing within organizations.

With a deeper understanding of HRM practices in the halal industry, it is expected that strategies that help organizations achieve sustainable competitive advantage can be identified. This study focuses on bridging the knowledge gap in the literature by highlighting the dominance of the human resource management perspective in facilitating knowledge sharing to achieve a competitive advantage in the halal industry.

Through a systematic literature review approach, this study will provide a comparative overview of the evolution of research conducted in knowledge sharing and sustainable competitive advantage in the halal industry. This approach includes four main steps: 1) exploring concepts related to knowledge sharing and sustainable competitive advantage in the halal industry; 2) analyzing research published over the past 15 years; 3) classifying research based on HRM perspective; and 4) presenting future research directions. The following section will discuss the definitions and variables related to knowledge sharing and sustainable competitive advantage in the halal industry and provide proposed research directions. The conclusions of this study will be presented in a separate section, presenting the practical and theoretical insights obtained.

2. THEORITICAL REVIEW

2.1. Resource-Based View (RBV) and Human Resource Management (HRM)

The Resource-Based View (RBV) provides a robust theoretical framework that underscores the strategic significance of an organization's internal resources in achieving sustainable competitive advantage. Barney (1991) posits that valuable, rare, inimitable, and non-substitutable resources (VRIN)

form the foundation of such advantages. Within Human Resource Management (HRM), the RBV perspective encourages organizations to manage human capital as a core strategic resource, leveraging its potential for long-term success (Armstrong & Taylor, 2020).

In the halal industry, the RBV framework can be applied to cultivate unique capabilities that align with both market demands and compliance with halal standards. For instance, companies producing halal-certified food and beverages can develop proprietary processes for sourcing and verifying halal-compliant ingredients. By investing in employee training programs focused on halal certification protocols and ethical sourcing, organizations create a workforce with specialized knowledge that is not easily replicated (Ardiansyah et al., 2023).

Furthermore, sustainable HRM practices are crucial in operationalizing RBV in the halal sector. These practices include fostering employee well-being, enhancing skills (Ardiansyah & Rahmat, 2023) related to halal product innovation, and promoting a corporate culture centered on sustainability and Islamic values. For example, a halal cosmetics manufacturer might focus on research and development (R&D) teams trained in halal chemistry principles, creating formulations that comply with global halal standards. By retaining and nurturing such specialized talent, the company ensures its products remain distinct and competitive in a growing global market. Renwick et al. (2008) highlight that sustainable HRM practices can generate added value for organizations by ensuring long-term resource development (Renwick et al., 2008). In the halal industry, this could translate to career development programs emphasizing green knowledge sharing or sustainability-focused certifications for production and quality assurance employees. These strategies enhance employee performance and contribute to the organization's Sustainable Competitive Advantage (SCA) by embedding sustainability into its resource base.

By integrating RBV with sustainable HRM strategies, organizations in the halal industry can build and maintain a competitive edge while addressing local and global market demands. This approach highlights the critical intersection of human capital management, sustainability, and market differentiation in achieving long-term success (Armstrong & Taylor, 2020).

2.2. Sustainable Competitive Advantage (SCA)

Competitive advantage is an organization's ability to outperform competitors in terms of performance and value (Porter, 1997). Organizations must develop a Sustainable Competitive Advantage (SCA) to maintain this advantage in the long term. Barney (Barney, 2001) explains that SCA involves utilizing resources and capabilities that are difficult for competitors to imitate, thus creating a sustainable advantage (Barney, 1986). This sustainability is increasingly relevant to Green Competitive Advantage, where environmentally friendly business practices are integrated into organizational strategies to create competitive value (Marcus et al., 2016). With this approach, organizations focus on economic efficiency and consider the positive environmental impact, which can further increase their competitiveness.

2.3. Green Knowledge Sharing (GKS)

Knowledge Sharing (KS) is crucial in improving innovation and organizational performance (Becerra-Fernandez & Sabherwal, 2014). In the context of sustainability, Sustainable Knowledge Sharing (SKS) emphasizes the importance of continuous knowledge-sharing processes to create long-term value (Q. Zhang & Ma, 2021). SKS builds an organizational culture that encourages collaboration and continuous learning (Wang et al., 2023).

The implementation of Green Knowledge Sharing (GKS) integrates sustainability into knowledge-sharing practices with a focus on environmental initiatives (Chilton & Bloodgood, 2014). GKS encourages the exchange of sustainability-oriented information and strengthens the organization's capacity to create green innovations and fulfill social commitments to the environment (Y. Zhang et al., 2023).

2.4. Implications of Knowledge Sharing for Sustainable Competitiveness in the Halal Industry

Knowledge Sharing is recognized as an essential foundation for optimizing the utilization of internal knowledge and enhancing collaboration between team members (Wang et al., 2023). Sustainable Knowledge Sharing explains the importance of knowledge-sharing practices that are

ongoing in the long term, with the support of suitable organizational systems and culture (Q. Zhang & Ma, 2021).

In the halal industry, implementing GKS allows organizations to share information and best practices related to halal, which is very relevant to increasing competitiveness. By sharing knowledge about halal practices, certification, and product innovation, organizations can strengthen their position in the global market. In addition, GKS can also contribute to environmental sustainability, which is increasingly becoming a significant concern in modern industries.

Through a deep understanding of RBV, SCA, and GKS, organizations in the halal industry can develop effective strategies to enhance sustainable competitiveness. Focusing on sustainable human resource management and integrated knowledge-sharing practices will help organizations build a strong foundation in facing global challenges and achieving sustainable competitive advantage. Thus, this study underlines the importance of collaboration and knowledge exchange as critical strategies to achieve long-term success in the halal industry.

3. METHODS

This article employs a systematic literature review (SLR) to gather and analyze information on green knowledge sharing and sustainable competitive advantage in the context of the halal industry. By applying the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework (Moher et al., 2010), the study ensures a rigorous and transparent approach to data collection and analysis. Following a structured four-phase process—identification, screening, eligibility, and inclusion—searches were conducted in Scopus and Google Scholar databases using carefully selected keywords to capture relevant studies. Three hundred seventy-nine (379) documents were initially retrieved and refined based on inclusion and exclusion criteria to ensure relevance and quality. Here is the inclusion and exclusion criteria presented in a table format:

Table 1. Inclusion and Exclusion Criteria

Criteria	Details
Inclusion Criteria	
Document Type	Peer-reviewed journal articles on Green Knowledge Sharing, Green HRM, and Competitive Advantage.
Language	Written in English to facilitate accurate analysis.
Publication period	Studies published between 2000 and 2024 capture the evolution of research on green practices and sustainable competitive strategies.
Relevance	Articles focusing on the role of Green Knowledge Sharing in enhancing sustainable competitive advantage, particularly in HRM contexts.
Exclusion Criteria	
Non-peer-reviewed sources	Conference papers, book chapters, and grey literature were excluded.
Irrelevant studies	Articles not directly addressing Green Knowledge Sharing, Green HRM, or Sustainable Competitive Advantage.
Duplicate studies	Removed to avoid redundancy.

Source: Prepared by the Author, 2024

The search was conducted in the Scopus and Google Scholar databases with the following keywords:

Table 2. Search Keywords

Database	Keywords	Initial Results	Relevant Studies	Excluded Studies
Google Scholar and Scopus	("knowledge sharing" OR "green knowledge sharing" OR "sustainable knowledge sharing")	150	8	142
	("green competitive advantage" OR "sustainable competitive advantage" OR "competitive advantage")	120	5	115
	("Green HRM" OR "Sustainable HRM")	105	2	103
Total		375	15	360

Source: Prepared by the Author, 2024

Inclusion criteria for the selected studies included (1) Documents classified as journals, (2) Written in English, and (3) Published between 2000 and 2024. After collecting relevant information, an analysis was conducted to identify critical characteristics and future research directions. By applying specific selection criteria, this study is expected to provide a solid basis for further development in understanding the role of green knowledge sharing in achieving sustainable competitive advantage in the halal industry. The process can be described as follows:

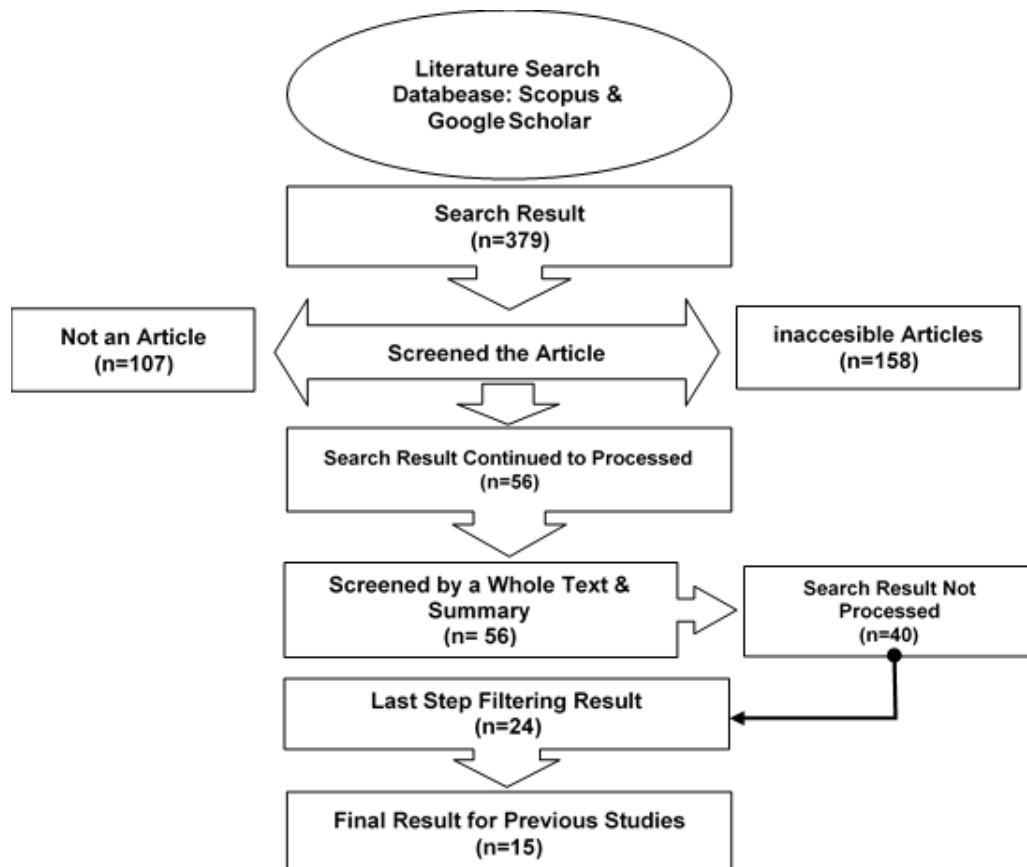


Figure 1. Data Filter Process using the PRISMA Method

Source: Prepared by the Author, 2024

4. RESULTS AND DISCUSSIONS

The results are presented as follows:

Table 3. PRISMA Result Data

No	Author	Resources	Results
1	Mustafa, K. et al. (2023)	Helion	Green HRM practices positively influence green competitive advantage, with green knowledge sharing and green innovation mediating. Green human capital enhances the positive impact of green knowledge sharing.
2	Ahmad et al. (2023).	Sustainability	Green HRM practices and knowledge sharing improve environmental performance by boosting employee commitment to sustainability.
3	Khan et al. (2023).	Sustainable Energy Technologies and Assessments	Green leadership, environmental knowledge sharing, and sustainable performance are interconnected. The upper-echelon theory explains the influence of green leadership through knowledge sharing.
4	Kusuma, NT (2023)	Lecture Notes in Networks and Systems	Green knowledge sharing and organizational commitment positively impact green innovation and competitive advantage. Green innovation mediates the relationship between green knowledge sharing and competitive advantage.
5	Wening, N. (2023)	ABAC Journal	Both tactical and explicit knowledge sharing directly fosters creativity, which drives sustainable competitive advantage.
6	Kadhim, S.J. & Rahman, S.J. (2023)	Al-Qadisiyah Journal for Administrative and Economic Sciences (QJAE)	Green knowledge-sharing practices enhance competitive capabilities, including creativity, marketing, and financial strengths, highlighting their role in boosting organizational competitiveness.
7	Malik et al. (2024).	Pakistan Journal of Commerce and Social Sciences (PJCSS)	Green transformational leadership, environmental strategy, and green innovation influence one another, especially within green knowledge-sharing and absorptive capacity.
8	Azeem, M. (2021)	Technology in Society	Organizational culture, knowledge sharing, and innovation positively influence competitive advantage, stressing their importance for business success.
9	Jalal, HA (2018)	International Journal of Knowledge Management Studies	Organizational culture moderates the relationship between employees' knowledge-sharing abilities and the success of knowledge-sharing. High knowledge-sharing success is achieved when organizational culture values expertise and formal collaboration.
10	Lin, Y. (2017)	Quality and Quantity	Knowledge sharing positively affects green dynamic capability, service innovation, and competitive advantage. Green dynamic capability mediates the link between knowledge sharing and competitive advantage.
11	Eidizadeh, R. (2017)	Journal of Workplace Learning	Business intelligence positively impacts organizational knowledge sharing and innovation, mediating business intelligence and competitive advantage.
12	Rauf, FHA (2016)	International Journal of Knowledge Management Studies	This review identifies the key factors influencing knowledge sharing and proposes a model that categorizes these factors into individual, group, organizational, and national levels.
13	Garcia-Perez, A. (2018)	Knowledge Management and Organizational Learning	Knowledge sharing is essential for organizational competitiveness. The case study emphasizes the importance of a people-oriented, collaborative knowledge-sharing approach.
14	Hatch, NW, & Dyer, JH (2004)	Strategic Management Journal	Investment in human capital significantly impacts firm learning and performance, highlighting its uniqueness and inimitability as a strategic asset.
15	Kazlauskaitė, R. & Bučiūnienė, I. (2008)	Engineering Economics	Human resource management is crucial in improving organizational effectiveness and establishing a sustainable competitive advantage.

Source: Google Scholar and Scopus, 2024

Many studies have shown the importance of knowledge sharing, human resource management (HRM) practices, and effective leadership to improve sustainable competitiveness in the halal industry. An article by Ibrahim (2003) emphasized that knowledge sharing can help small businesses in Africa achieve a competitive advantage by utilizing local knowledge (Ibrahim, 2003). This aligns with the research results of Garcia-Perez, who show that knowledge sharing is crucial to increasing organizational competitiveness through a collaborative approach (Garcia-Perez, 2018). Hatch and Dyer (2004) underline the role of human capital in learning and firm performance (Hatch & Dyer, 2004). Employee involvement in knowledge-sharing directly impacts innovation and performance, which is also evidenced by Azeem (2021), who found that an organizational culture that supports knowledge-sharing contributes to competitive advantage (Azeem, 2021).

In the context of HRM, Almada and Borges (2018) and Mustafa et al. (2023) show that sustainable and integrative HR practices are essential to achieve sustainable competitiveness. Green HRM practices, which incorporate knowledge-sharing components, can improve environmental performance and lead organizations toward sustainability (Almada & Borges, 2018; Mustafa et al., 2023).

Rauf (2016) explains the determinants of knowledge sharing and proposes a concentric model to help organizations understand how knowledge sharing contributes to competitive advantage. Furthermore, research by Jalal (2018) highlights the role of organizational culture as a moderator in the relationship between knowledge sharing and organizational success (Jalal, 2018; Rauf, 2016).

Leadership also emerged as a critical variable in many studies. Malik et al. (2024) emphasized how transformational leadership can facilitate knowledge sharing and drive innovation within organizations (Malik et al., 2024). It has been confirmed by Ahmad et al. (2021), who showed that ethical leadership and green HRM practices can promote positive behavior among employees (Ahmad et al., 2021).

In the context of innovation, Lin (2017) identified that green knowledge sharing can enhance an organization's dynamic capabilities, which are necessary to maintain competitiveness (Lin, 2017). Khan et al.'s (2022) study links green HRM practices to sustainable performance, showing a strong relationship between environmental commitment and competitive advantage (Khan et al., 2023, 2022).

Strategies to enhance sustainable competitiveness in the halal industry rely heavily on integrating *knowledge sharing*, human resource management (HRM) practices, and effective leadership. First, knowledge sharing is a crucial foundation in achieving competitive advantage, as it enables organizations to innovate, improve efficiency, and adapt to evolving halal standards. Second, effective human resource management, including green HRM practices, is critical in fostering employee engagement and creating an organizational culture that supports collaboration and innovation. This, in turn, contributes to the overall performance of the organization. Finally, transformational and ethical leadership is critical in facilitating an environment conducive to knowledge sharing, enhancing team commitment, and motivating employees to contribute more. By combining these three elements, organizations in the halal industry can improve their performance and build sustainable competitiveness, which will generate economic benefits while strengthening the reputation and sustainability of business practices in line with halal values.

5. DISCUSSIONS

The Resource-Based View (RBV) theory suggests that organizations can achieve Sustainable Competitive Advantage (SCA) by leveraging resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). In the context of sustainability, organizations can benefit from both tangible and intangible assets. Tangible assets, such as physical infrastructure and technology, support operational efficiency and innovation, while intangible assets—Human Capital, Structural Capital, and Relational Capital—play a critical role in achieving long-term sustainability.

Tangible Assets are physical, measurable resources such as technology, infrastructure, and facilities that support the implementation of Green HRM (Green et al.) practices and the facilitation of green knowledge sharing. Kusuma (2023) emphasizes that adequate infrastructure and advanced technologies are essential in promoting knowledge sharing, particularly sustainability practices. This idea is supported by Kadhim and Rahman (2023), who show that green knowledge-sharing practices

enhance organizations' competitiveness by fostering creativity, marketing, and other capabilities that contribute to SCA.

Intangible Assets include Human Capital (employee skills, knowledge, and expertise), Structural Capital (organizational systems and processes that support knowledge sharing), and Relational Capital (relationships with external stakeholders). Ahmad et al. (2023) underscore that Human Capital and knowledge-sharing systems are crucial in improving environmental performance, highlighting their importance in achieving SCA. Green HRM practices that focus on developing sustainability competencies among employees directly influence green innovation and organizational competitiveness (Mustafa et al., 2023).

Green HRM is pivotal in cultivating the knowledge, skills, and attitudes necessary for implementing sustainable practices. Mustafa et al. (2023) found that GHRM practices positively impact green competitive advantage by fostering green knowledge sharing and innovation, with green human capital enhancing this effect. Green HRM focuses on equipping employees with the capabilities required for sustainability practices, supported by tangible assets such as eco-friendly training technologies and facilities. However, the intangible asset of Human Capital—through skills and competencies—remains critical in enabling these practices. Moreover, organizations that integrate sustainability into HRM strategies foster a workforce committed to sustainable practices, boosting employee engagement in green behaviors. According to Ahmad et al. (2023), when supported by effective GKS systems, these practices lead to improved environmental performance and organizational commitment to sustainability.

GKS is an essential process for sharing knowledge that supports an organization's sustainability goals. Structural capital—comprising organizational systems, processes, and culture—supports GKS by creating an environment where knowledge can be exchanged effectively. Kusuma (2023) argues that green knowledge-sharing practices significantly enhance green innovation and competitive advantage. Furthermore, Wening (2023) adds that both tactical and explicit knowledge sharing foster creativity, which drives sustainable competitive advantage, highlighting the role of organizational systems in facilitating these processes. Relational capital also plays an important role in successfully exchanging green knowledge. Relationships with external stakeholders such as customers, suppliers, and partners provide additional knowledge and resources, further enhancing the organization's green capabilities. Malik et al. (2024) demonstrate that green transformational leadership, when supported by GKS, influences both green strategy and innovation within organizations, facilitating a competitive advantage in sustainability.

Green leadership is essential for inspiring and guiding organizations toward sustainability goals. Khan et al. (2023) explain that green leadership and environmental knowledge sharing are directly connected to sustainable performance. The ability of leaders to motivate employees to adopt green practices and share green knowledge is crucial for fostering organizational commitment to sustainability. Tangible assets, such as sustainable facilities, can support the work of green leaders. However, intangible assets—precisely the leadership skills and proactive attitudes of individuals—enable organizations to adapt and innovate for long-term sustainability. According to Renwick et al. (2008), leadership plays a critical role in shaping the organizational culture and supporting green initiatives, ultimately contributing to achieving SCA through sustained competitive advantage in sustainability practices.

Employee green behavior, which includes individual actions such as waste reduction, energy efficiency, and promoting eco-friendly practices, is crucial for improving organizational sustainability performance. Ahmad et al. (2023) note that fostering employee green behavior leads to better environmental outcomes and enhanced corporate sustainability. Although tangible assets such as energy-efficient facilities encourage green behaviors, intangible assets—such as employee skills, attitudes, and organizational culture—are key drivers of behavior change. When aligned with green objectives, organizational culture, and leadership encourage employees to internalize sustainable practices. Azeem (2021) stresses the importance of organizational culture in influencing knowledge sharing and innovation, ultimately contributing to organizational competitiveness. In industries like halal production in Indonesia, fostering a culture of sustainability among employees can ensure that green behaviors are embedded in daily operations, improving both environmental and business performance.

To achieve SCA, organizations must effectively combine tangible and intangible assets. In comparison, tangible assets like green technologies and sustainable infrastructure support operational efficiency and innovation, while intangible assets such as knowledge-sharing systems, green leadership, and strong stakeholder relationships provide the strategic capabilities that lead to long-term sustainability. Renwick et al. (2008) argue that organizations with strong Structural and Relational Capital are better positioned to adapt and innovate in sustainability practices, which is key to sustaining a competitive advantage that is difficult for competitors to replicate. This combination of resources is particularly crucial in industries focused on sustainability, such as the halal industry in Indonesia, where innovation and effective stakeholder engagement are essential for remaining competitive.

The RBV theory provides a solid framework for understanding how both tangible and intangible resources contribute to Sustainable Competitive Advantage (SCA) through the lens of sustainability. The ability to share green knowledge, develop human capital through Green HRM, foster green leadership, and engage employees in environmentally friendly behaviors is critical. For the halal industry in Indonesia, leveraging both types of tangible and intangible assets can drive more significant innovation, operational efficiency, and sustainability performance. This results in a competitive advantage that complies with regulatory standards and aligns with the growing consumer demand for sustainable, ethically produced products.

For the halal industry in Indonesia, it is crucial to integrate both tangible and intangible assets to achieve long-term sustainability and competitiveness. Investing in green technologies and infrastructure that promote operational efficiency, such as energy-saving facilities and waste-reduction systems, is essential. At the same time, developing human capital through Green HRM initiatives—such as training employees in sustainable practices—helps drive green innovation. Also, fostering a green leadership culture and building strong relationships with stakeholders can enhance the industry's reputation, ensuring its alignment with consumer expectations for sustainable and ethical products. Combining these assets allows the halal sector to gain a sustainable competitive advantage in the global market.

The following is the relationship between variables related to Green HRM, Green Leadership, Green Employee Behavior, Green Knowledge Sharing, and Sustainable Competitive Advantage (SCA) in the Resource-Based View (RBV) theory and their relationship to Human Capital, Structural Capital, and Relational Capital:

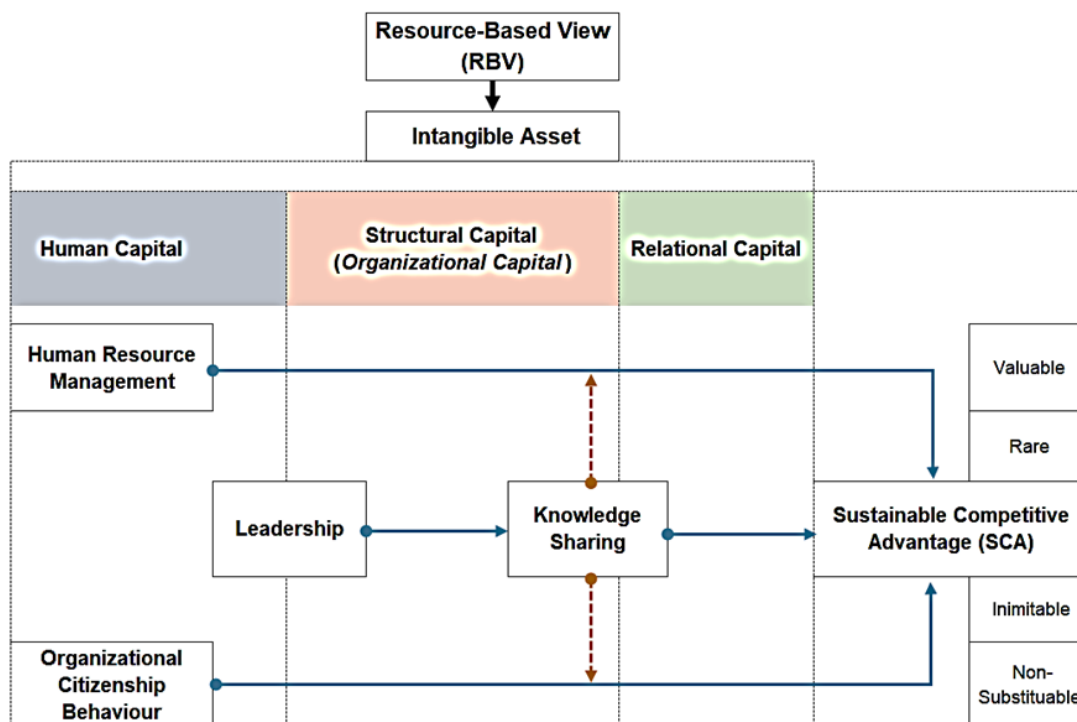


Figure 2. Halal Industry SCA Strategy Model

Source: Prepared by the Author, 2024

In Indonesia's halal industry context, the Resource-Based View (RBV) theory provides a comprehensive framework for understanding how different internal resources contribute to achieving Sustainable Competitive Advantage (SCA). The model highlights the interconnection between key variables, each critical in enhancing organizational performance and sustainability. Green Human Resource Management (GHRM) is foundational to the development of Human Capital. It empowers employees with the necessary skills, knowledge, and motivation to engage in green practices and sustainability initiatives. This enhanced human capital contributes directly to achieving Sustainable Competitive Advantage (SCA) by improving environmental and operational performance. As employees adopt green behaviors, their skills and capabilities foster innovation and the application of environmentally friendly practices, reinforcing the organization's competitive position in the halal market.

Green Knowledge Sharing (GKS) is critical in facilitating the exchange of sustainability-related information across the organization. By promoting GKS, companies can enhance Structural Capital, which includes systems, policies, and processes that support sustainable practices. Knowledge sharing helps improve the efficiency of green practices, leading to better decision-making, innovation, and the ability to adapt to new market demands. In this model, GKS accelerates the adoption of green innovations that align with environmental goals and halal product requirements.

Green Leadership also significantly impacts the development of SCA. Effective leadership inspires employees to embrace and contribute to green practices, especially regarding environmental sustainability. Green Leaders play a key role in fostering an organizational culture that prioritizes sustainability, thus motivating employees to adopt and share green practices. This leads to stronger Relational Capital, as well. Trusting, sustainability-driven relationships with stakeholders—including customers, suppliers, and communities—are strengthened, further enhancing competitive advantage. As Khan et al. (2023) highlight, the role of green leadership in promoting knowledge sharing is essential for creating an environment conducive to sustainable practices.

Organizational Citizenship Behavior (OCB) also enhances the collective effort toward achieving SCA. Employees who demonstrate OCB go beyond their formal job responsibilities by actively engaging in voluntary actions that support the organization's sustainability objectives. This can include educating coworkers, participating in green initiatives, or promoting eco-friendly practices. By fostering a culture of OCB, the halal industry can strengthen its Human Capital and Structural Capital, driving sustainability and innovation. As Ahmad et al. (2023) emphasize, OCB significantly improves environmental performance, which is critical in maintaining a competitive edge.

In summary, the model demonstrates how GHRM, GKS, Green Leadership, and OCB interact to create that enhances Human Capital, Structural Capital, and Relational Capital, all contributing to Sustainable Competitive Advantage (SCA) in the halal industry. By leveraging both tangible and intangible resources, halal companies can meet regulatory and Sharia-compliant standards and meet growing consumer demand for sustainable, ethically produced products. Based on Figure 2, by referring to the Resource-Based View (RBV) theory, which emphasizes the importance of internal resource management as the key to achieving sustainable competitive advantage (SCA), the relationship between variables can be explained as follows:

5.1. Green Human Resource Management (GHRM) positively influences Sustainable Competitive Advantage

Green Human Resource Management (GHRM) practices, which integrate sustainability goals into human resource management, significantly enhance Sustainable Competitive Advantage (SCA). In the halal industry in Indonesia, GHRM aligns with Sharia principles while embedding sustainability values across operations. Mustafa et al. (2023) found that GHRM practices positively impact green competitive advantage by increasing employee engagement in sustainability and green innovation. This aligns with Rahmat and Apriliani (2022), who emphasize that skilled human capital fosters innovation and supports long-term sustainability. Similarly, Ahmad et al. (2023) suggest that GHRM boosts environmental performance by cultivating a workforce committed to sustainable practices, an essential component for halal companies aiming to align with sustainability and market demands for eco-friendly halal products. The practical implementation of GHRM can help halal businesses remain competitive by fostering a workforce dedicated to sustainability and Sharia-compliant practices.

5.2. Green Knowledge Sharing Moderates the Relationship Between GHRM and Sustainable Competitive Advantage

Green knowledge sharing plays a vital role in maximizing the benefits of GHRM practices by ensuring the efficient exchange of sustainability-related knowledge among employees. Kusuma (2023) highlights that green knowledge sharing accelerates the implementation of green practices, such as environmentally friendly production processes and resource management, contributing directly to SCA. Kadhim and Rahman (2023) further argue that green knowledge-sharing practices enhance competitive capabilities, including creativity and marketing strengths, which are crucial for halal businesses looking to innovate sustainably. Moreover, Lin (2017) discusses how green knowledge sharing improves dynamic capabilities, which is essential for sustaining competitive advantages in rapidly changing markets. For the halal industry, fostering green knowledge sharing can lead to more innovative and effective green practices, positioning companies to meet consumer expectations and regulatory requirements better while achieving SCA.

5.3. Organizational Citizenship Behavior Has a Positive Influence on Sustainable Competitive Advantage

Organizational Citizenship Behavior (OCB) refers to voluntary employee actions that support organizational sustainability, such as proactively promoting green initiatives. Ahmad et al. (2023) indicate that employees with high OCB actively contribute to improving both the quality of halal products and sustainability efforts, driving innovation and process improvement. Wening (2023) suggests that OCB fosters creativity, which is directly linked to competitive advantage, as employees' voluntary actions can lead to more effective sustainability practices. Kazlauskaitė & Bučiūnienė (2008) also stress the importance of human resource management in cultivating OCB, which can significantly improve organizational effectiveness and long-term competitiveness. In Indonesia's halal industry, leveraging OCB enables companies to integrate sustainability practices and innovation, which is essential for meeting the growing consumer demand for eco-friendly halal products while ensuring compliance with Sharia standards.

5.4. Green Knowledge Sharing Moderates Organizational Citizenship Behavior and Has a Positive Influence on Sustainable Competitive Advantage

Green knowledge sharing enhances the effectiveness of Organizational Citizenship Behavior (OCB) by providing employees with the necessary resources and information to engage in sustainability practices. Rahmat and Hadian (2019) explain that green knowledge sharing mediates the relationship between OCB and SCA, enabling employees to adopt and apply green practices more effectively. This view is supported by Kusuma (2023), who emphasizes that the exchange of green knowledge leads to more outstanding employee commitment and involvement in sustainability initiatives. Similarly, Wening (2023) notes that knowledge sharing is crucial in driving creativity and fostering a culture of innovation, directly influencing SCA. In the halal industry, green knowledge sharing accelerates the adoption of green practices, allowing companies to maintain high standards of environmental responsibility while ensuring that halal products meet both sustainability and ethical requirements, thus enhancing their competitiveness in the market.

5.5. Leadership Influences Green Knowledge Sharing

Effective leadership is a key driver of green knowledge sharing, as leaders who prioritize sustainability create a culture that encourages the exchange of green knowledge. Khan et al. (2023) explain that green leadership fosters an environment where employees feel empowered to share knowledge related to sustainable practices, thereby enhancing organizational performance. Malik et al. (2024) further argue that leadership supports the development of Structural Capital, enabling more efficient green innovations. In the halal industry, visionary green leadership ensures compliance with halal standards and drives sustainability initiatives that align with consumer preferences for eco-friendly products. Azeem (2021) highlights that leaders who champion sustainability lead by example, influencing employee engagement and adopting green practices, thereby ensuring long-term competitive advantage in the halal market.

5.6. Green Knowledge-Sharing Leadership Mediation Influences Sustainable Competitive Advantage

Green knowledge sharing is a critical mediator between green leadership and Sustainable Competitive Advantage (SCA). Malik et al. (2024) argue that green leadership facilitates sharing sustainability-related knowledge, creating Structural Capital that supports the development of green innovations. This process is essential for companies in the halal industry seeking to balance Sharia compliance with sustainability practices. Lin (2017) supports this view, stating that effective green leadership fosters knowledge sharing, enhances dynamic capabilities, and contributes to green competitive advantage. Furthermore, Kusuma (2023) highlights the importance of green innovation, driven by effective leadership and knowledge sharing, as a mediator between green knowledge sharing and SCA. In the halal industry, leveraging green leadership and fostering a culture of knowledge sharing can help businesses create more sustainable and innovative halal products, strengthening their competitive position in a growing market.

5.7. Green Knowledge Sharing Influences Sustainable Competitive Advantage

Green knowledge sharing directly impacts SCA by ensuring that sustainability-related knowledge is disseminated across the organization, enabling more effective green practices and innovation. Azeem (2021) emphasizes that organizations with robust knowledge-sharing practices can adapt to changing market demands and technological advancements, giving them a competitive edge. Similarly, Kusuma (2023) notes that green knowledge sharing contributes to developing green innovation, which is crucial for achieving SCA in a competitive business environment. Kadhim and Rahman (2023) argue that green knowledge sharing also enhances organizational creativity, which can lead to more innovative, environmentally friendly products. In the halal industry, green knowledge sharing facilitates the adoption of sustainable production techniques and resource management, ensuring that companies not only meet Sharia requirements but also respond to consumer demand for environmentally responsible products, thus securing their position in the market.

6. CONCLUSION

The halal industry in Indonesia has significant potential for growth, both domestically and globally. To achieve Sustainable Competitive Advantage (SCA), companies in this sector must effectively leverage various resources, particularly in human resource management and sustainability practices. Several key conclusions can be drawn based on the analysis conducted in this study.

First, Green Human Resource Management (GHRM) has positively influenced SCA achievement. Implementing effective GHRM practices enhances employee engagement in green innovation and sustainability initiatives, which are highly relevant to the halal industry. By integrating Sharia principles with sustainability values, halal companies can achieve a competitive advantage that aligns with domestic market demands and international standards.

Second, green knowledge sharing is vital as both a moderator and mediator in the relationship between GHRM and SCA. Sharing knowledge related to sustainability in operational and product development processes accelerates the adoption of green innovations that meet market demands. This fosters organizational adaptability and improves efficiency in managing eco-friendly production processes, which is critical in the halal industry, where sustainability is becoming a priority.

Third, Organizational Citizenship Behavior (OCB) positively impacts SCA. Employees who demonstrate high levels of OCB actively support sustainability policies and practices, strengthening innovation efforts within the organization. Leadership that champions sustainability and a cultural framework that promotes green knowledge sharing is crucial in cultivating strong OCB, which in turn contributes to achieving SCA.

Fourth, sustainability-oriented leadership significantly influences green knowledge sharing. Leaders who encourage collaboration and the exchange of sustainability knowledge foster a culture of innovation and adaptability. Effective green leadership is essential in building Structural Capital that supports long-term sustainability and competitiveness. This, in turn, contributes to creating a robust foundation for SCA in the halal industry.

Implementing GHRM, green knowledge sharing, OCB, and green leadership work synergistically to create SCA within the halal industry. The practical implications of these findings suggest that halal companies in Indonesia should prioritize human resource management practices that promote sustainability and green knowledge sharing. This approach will not only enhance competitiveness within the domestic market but also strengthen Indonesia's position in the global halal market.

This study is limited by its reliance on a literature review and needs more empirical analysis to validate the proposed model. Future research should adopt an empirical approach involving halal companies in Indonesia to test the relationships between Green Human Resource Management, green knowledge sharing, Organizational Citizenship Behavior, and Sustainable Competitive Advantage. Additionally, future studies could explore external factors, such as government policies or global sustainability trends, that may impact the halal industry's competitiveness. This would provide a broader perspective on how external forces interact with internal practices to influence SCA.

This study offers several policy recommendations to strengthen the halal industry in Indonesia. The government should focus on integrating Green Human Resource Management (GHRM) and sustainability-focused training programs within the Master Plan for the Indonesian Halal Industry (2023-2029). This will equip the workforce with essential skills for adopting sustainable practices. Policies promoting green knowledge sharing and collaboration between businesses, academic institutions, and government agencies can further drive innovation in sustainable halal products. Offering incentives such as tax benefits or financial support to companies implementing sustainable practices would encourage the widespread adoption of GHRM in the sector. Lastly, leadership training on sustainability should be prioritized to ensure that companies foster a culture of green innovation and long-term competitiveness.

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