



Communication Strategy for Services in Facilitating Business Actors to Register for Halal Certification at the Muhammadiyah Halal Inspection and Halal Thayyiban Studies Agency

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Abstract: The growing demand for Halal-certified products has intensified competition among Halal certification bodies in Indonesia, particularly between LPH KHT Muhammadiyah and more established institutions like LPPOM MUI. This study aims to analyze the communication strategies implemented by LPH KHT Muhammadiyah to streamline the Halal certification process and enhance service quality. A qualitative research method was employed, utilizing in-depth interviews and document analysis. Data were collected from key informants, including representatives from LPH KHT Muhammadiyah and Halal Centers at Universitas Muhammadiyah in Sidoarjo, Makassar, Surakarta, and Yogyakarta. The findings reveal that LPH KHT Muhammadiyah adopts a multi-channel communication strategy, leveraging social media, websites, and direct engagement to educate business owners about the importance and benefits of Halal certification. The study also highlights the institution's use of bottom-up communication, collaboration with internal and external stakeholders, and adherence to transparency and accountability principles. Challenges such as limited human resources, public skepticism, and competition with other certification bodies persist. To address these issues, the study recommends expanding public outreach, optimizing digital platforms, enhancing human resource capacity, and fostering collaboration with government agencies and community organizations. These strategies are expected to improve public trust, increase MSME participation, and streamline the certification process.

Keyword: Communication Strategy, Public Service, Halal Certification, LPH KHT Muhammadiyah.

INTRODUCTION

To ensure the safety and quality of Halal products consumed daily, including those in the food, cosmetics, pharmaceutical, restaurant, and Halal tourism industries, a comprehensive monitoring system is essential. This system should oversee products both before and after they

reach the market. With the growth of MSMEs and the Indonesian government's push to prioritize local products, it becomes crucial to maintain the safety of Halal products. Producers in Indonesia are obligated to ensure their products are Halal as a responsibility to Muslim consumers (Wahyuni & Sulistyowati, 2020). To verify a product's Halal status, companies must obtain a Halal Certificate from MUI. According to Indonesian Law No. 8 of 1999 on Consumer Protection, specifically Article 8(1), businesses are prohibited from producing or selling goods and services that do not meet Halal standards as indicated on their labels. This law underscores the importance of strict verification processes, requiring products to undergo a series of Halal tests based on established criteria before certification is granted (Wahongan et al., 2021).

In Indonesia the growth of the industrial sector has been accelerated by the rising trend of the Halal lifestyle, supported by the implementation of the Halal Product Assurance (JPH) Law. This law mandates that all products sold in Indonesia, whether locally produced or imported—including food, beverages, pharmaceuticals, cosmetics, and fashion—must be Halal-certified (Tasya Safiranita Ramli, 2021). The Halal Product Assurance Agency (BPJPH) plays a pivotal role in assisting both the public and the government by facilitating communication, outreach, and education to promote Halal lifestyle practices (Siti Aisyah, 2024). Halal Inspection Bodies (LPH) are tasked with ensuring Halal literacy among producers, safeguarding the Halal status of products. Currently, 10 LPHs are authorized to issue Halal certifications, including LPPOM MUI, Equitrust Lab, LPH Hidayatullah, and Muhammadiyah’s Halalan Thayyiban Studies Agency. To protect consumers from potentially non-Halal products, performance monitoring of Halal services is crucial. Effective performance management helps improve efficiency and measures outcomes against established targets, ensuring program success and continuous improvement (Zulqah & HS, 2024).

No	Sasaran Strategis / Indikator	Target		Capaian BPJPH			Kategori
		Tahun 2021	Satuan	Realisasi	%	Capaian	Sangat Baik
1	Meningkatnya kualitas pelayanan kehidupan beragama						
	Tingkat kepuasan layanan produk halal	65.00	Indeks	84.50	%	120.38	Sangat Baik
2	Meningkatnya kualitas tata kelola pemerintahan yang efektif, transparan dan akuntabel						
	Nilai reformasi birokrasi BPJPH	77.00	Nilai	78,89	%	102.45	Sangat Baik

Figure 1. Statistics on achieving strategic targets for service quality in 2021

Every year, there is an increase in Halal diversification, as shown in the image below:

Persentase produk yang disertifikasi dan diregristasi halal berdasarkan permohonan	Tahun 2021			Tahun 2020		
	Target	Realisasi	Capaian	Target	Realisasi	Capaian
%	60	61.15	101,92	59	26.23	44.46
Data Baseline	(25.000]	(25.482)		(25.000)	(11.116)	

Figure 2. Statistics of products that have received halal certification approval in 2021

Despite the increasing number of applications for Halal certification, the quality of services provided has not improved proportionally. The process has become more time-consuming, partly due to limited awareness of online application procedures. One of the institutions involved in Halal certification is the Halal Inspection Body (LPH) of Thayyiban Muhammadiyah (Fauziah, 2024). This study focuses on direct observations at Thayyiban Muhammadiyah, which continues to implement the Halal Product Assurance Law. Emphasis must be placed on providing comprehensive information services, including detailed guidance from the initial registration to the issuance of Halal certification, training for business owners on certification procedures, and licensing for Halal certification consultants. The lack of accessible, detailed information often discourages MSMEs and foreign companies from pursuing Halal certification for their products (Hartati & Widyawati, 2023). Based on the accompanying table, evidence from interviews conducted with five individuals currently processing Halal certification at Thayyiban Muhammadiyah, a Halal inspection agency, is presented:

Table 1.

No	Question	Yes	No
1	Is the Halal certification process easy?	4	1
2	Does the Thayyiban Muhammadiyah Halal Inspection Body facilitate the registration process?	3	2
3	Is the registration information provided by the Thayyiban Muhammadiyah Halal Inspection Body accurate?	4	1
Total		11	4
Result		73%	27%

The data indicates that Thayyiban Muhammadiyah, a Halal Inspection Body, has yet to deliver optimal services, with 27% of business owners expressing dissatisfaction

Satisfactory service fosters trust and loyalty toward the institution, but without improvements in public service delivery, achieving good governance—a cornerstone of bureaucratic reform—remains a challenge. The dissatisfaction highlights ineffective communication, which is critical for ensuring messages are accurately understood. Effective communication enhances accountability and empowers business owners to manage their operations more efficiently. Public service, as outlined in Law No. 25 of 2019, mandates the government to provide accessible goods, services, and administrative support to all citizens. For Thayyiban Muhammadiyah, leveraging the skills and knowledge of its staff is essential to offer clear and precise information, thereby improving overall service quality and meeting the needs of business owners.

Enhancing institutional performance and public service delivery hinges on the implementation of effective communication strategies, which are crucial for improving the capability and competence of individuals within the organization (Nursikin, 2020). Effective and informative communication minimizes misunderstandings, particularly for business owners, ensuring messages are accurately conveyed and received (Hasibuan & Lubis, 2024). The communication process must emphasize shared understanding and perception (Abuhassira et al., 2024), while two-way communication fosters collaboration, which is essential for achieving both individual and organizational goals (Burksiene & Dvorak, 2022). When

communication within an organization is well-coordinated, it strengthens organizational resilience and performance. For Thayyiban Muhammadiyah's Halal Inspection Body, staff contributions in decision-making and information sharing build trust and improve efficiency, benefiting business owners. By adopting effective communication strategies, which involve collecting, interpreting, and evaluating information, the institution can streamline the Halal certification process and enhance service quality (Mazzei et al., 2022).

METHOD

This study adopts a post-positivist paradigm, which, according to (J. Creswell, 2016), posits that causes are likely to influence outcomes. Post-positivists focus on identifying multiple causal factors affecting a final result. This paradigm allows researchers to comprehensively describe and analyze the relationships within a given context (J. W. Creswell & Creswell, 2018). It is particularly suitable for exploring the communication strategies implemented by Thayyiban Muhammadiyah's Halal Inspection Body, examining how social experiences are shaped and meanings derived from them. The research employs a qualitative case study approach, as it allows for an in-depth investigation into specific events or phenomena, particularly when the researcher has minimal control over the events. (J. Creswell, 2017) highlights several challenges in developing qualitative case studies, such as properly identifying the case, determining whether to study a single or multiple cases, and setting clear boundaries for the study. This research focuses on a single case, analyzing the communication strategies used by Thayyiban Muhammadiyah within the context of its role as a Halal certification body under Muhammadiyah.

The study scope includes data collection at Thayyiban Muhammadiyah's office in Yogyakarta, targeting key informants such as the Secretary of the institution. Data types include primary data, gathered through direct observation and in-depth interviews, and secondary data, obtained from literature reviews and media sources. Data collection methods involve interviews, observations, and documentation to gain comprehensive insights. Analysis follows three steps: data reduction, focusing on relevant information; data display, presenting findings in an accessible format; and conclusion drawing, where results are interpreted to address the research questions. This process aims to uncover actionable solutions and deepen the understanding of the issues investigated.

RESULTS AND DISCUSSION

The informants in this study were drawn from the Marketing, Auditor, and Public Relations divisions of Thayyiban Muhammadiyah Halal Inspection Body (LPH) as well as Halal Centers at Universitas Muhammadiyah in Makassar, Sidoarjo, Surakarta, and Yogyakarta. These informants provided a comprehensive perspective on the communication strategies implemented to facilitate Halal certification for both local and international products. This chapter presents the findings from in-depth interviews with these key individuals, offering critical insights into the role of communication in enhancing service delivery. The interviews serve as primary data, while supporting documents are utilized to validate and enrich the findings. This dual approach helps to paint a complete picture of how these institutions strive to meet the growing demand for Halal certification in Indonesia and beyond.

The primary focus of this research is on the strategies employed by Thayyiban Muhammadiyah and its affiliated Halal Centers to build trust and encourage businesses to register their products. This trust is a crucial factor for business owners who seek assurance in the certification process. Informants were chosen based on their strategic roles in implementing communication efforts within their respective institutions. Data collection was conducted over several months through a combination of face-to-face and virtual interviews. These interviews not only provided detailed insights into the institutions' communication practices but also

highlighted the ongoing challenges they face in improving the effectiveness of these strategies. The findings aim to provide a blueprint for optimizing communication in Halal service provision.

Communication strategies varied across institutions reflecting their unique operational contexts. For example, Thayyiban Muhammadiyah integrates religious preaching (dakwah) into its communication framework, emphasizing the dual purpose of fulfilling religious obligations and promoting societal well-being. This approach underscores the significance of Halal certification as both a spiritual and practical necessity. Universitas Muhammadiyah Sidoarjo, on the other hand, adopts a grassroots approach by engaging directly with small and medium enterprises (SMEs). They provide hands-on support, legal guidance, and simplify the registration process to alleviate the concerns of business owners, particularly those unfamiliar with regulatory requirements. This method not only increases accessibility but also builds long-term relationships with the business community.

In contrast Universitas Muhammadiyah Makassar focuses heavily on ensuring the quality of the Halal auditing process. They strictly adhere to government regulations and leverage Muhammadiyah's extensive internal network for operational support. Their emphasis on training auditors from scientific fields such as pharmacy and food technology reflects a commitment to maintaining high standards in Halal certification. Similarly, Universitas Muhammadiyah Surakarta and Yogyakarta utilize internal communication channels and social media platforms to extend their reach. Despite these efforts, both institutions face challenges due to limited human resources, which constrain their ability to fully capitalize on the potential of digital platforms. This limitation underscores the need for additional staffing to support communication and outreach initiatives.

Despite their concerted efforts these institutions face persistent challenges. Limited public awareness about their services, stiff competition from more established bodies such as LPPOM MUI, and internal resource constraints pose significant hurdles. Thayyiban Muhammadiyah and its partner Halal Centers strive to overcome these barriers through transparent processes and customer feedback mechanisms. By maintaining open lines of communication and offering comprehensive support, they aim to improve service delivery and foster greater trust among business owners. These initiatives not only enhance customer satisfaction but also strengthen the institutions' reputation as credible providers of Halal certification services, paving the way for broader acceptance and engagement in the future.

Communication Strategy Implemented by LPH KHT Muhammadiyah

The competition among Halal inspection bodies, particularly with LPPOM MUI, which has been established since January 6, 1989, has pushed LPH KHT Muhammadiyah to develop various strategies aimed at strengthening its position in the market. The initial ideas for these strategies began to take shape in early 2020. However, their communication strategies have largely remained within the internal organizational scope, limiting their impact on the broader public. This has necessitated a shift toward more expansive outreach efforts to ensure their services gain wider recognition and utilization.

One of the current strategies involves disseminating information about everyday Halal products and trending items through their Instagram account, @lphkhtmu, and the official LPH-KHT Muhammadiyah website. By enhancing communication efficiency through widely accessible platforms, LPH KHT Muhammadiyah aims to bridge the gap between the communicator and the audience. This approach encourages direct engagement, as the institution welcomes inquiries about Halal certification. The content shared on their social media primarily focuses on the Halal status of commonly used products, providing concise, relevant, and visually appealing information to attract and educate their audience.

This aligns with the Diffusion of Innovation Theory (Jalaluddin, 2009), which posits that mass media has varying effects over time, ranging from merely providing information to influencing adoption or rejection of innovations. The implementation of this theory in their strategy serves to promote a Halal lifestyle by packaging Halal-related content in a clear and engaging manner. The goal is to raise awareness and foster understanding among the public, gradually leading to higher acceptance and adoption of Halal-certified products as part of daily life.

The communication strategy employed by LPH KHT Muhammadiyah aims to simplify the Halal certification process for businesses through an educational, collaborative, and technology-driven approach. The focus on education is particularly important for Micro, Small, and Medium Enterprises (MSMEs), helping them recognize Halal certification as a mark of quality and compliance with Islamic law. This, in turn, enhances their competitive edge in both domestic and international markets (Subekti, 2022). To achieve this, LPH KHT Muhammadiyah conducts socialization programs and training sessions that guide businesses through the registration steps, documentation requirements, and audit processes, ensuring they are well-prepared to meet the certification standards.

In interviews Ummul Khayrah, S.TP., M.Si, the head of LPH KHT Muhammadiyah, emphasized that Muhammadiyah's communication strategy integrates religious preaching (dakwah) with broader outreach efforts. This dual approach positions Halal certification not just as a religious obligation but as a communal responsibility. The certification provides Muslim consumers with peace of mind, assuring them that the products they consume meet Islamic Halal standards. Similarly, Puspita Handayani, S.Ag., M.Pd.I., from Universitas Muhammadiyah Sidoarjo, highlighted a bottom-up communication approach, directly engaging MSMEs to address their concerns about product legalization, such as the Business Identification Number (NIB), which often confuses small business owners.

Halal Centers at other Muhammadiyah universities, including Universitas Muhammadiyah Makassar, Surakarta, and Yogyakarta, implement their strategies tailored to their regional contexts. Universitas Muhammadiyah Makassar emphasizes quality assurance by adhering strictly to government regulations and leveraging Muhammadiyah's network. Training, technical guidance, and rigorous certification processes are integral to their strategy. In contrast, Universitas Muhammadiyah Surakarta and Yogyakarta focus on expanding their digital presence through websites and social media platforms. However, limited human resources have hindered the full optimization of these tools, underlining the need for dedicated staff to manage their communication channels more effectively (Ramadhani et al., 2024). Overall, the strategies adopted across these institutions demonstrate a multifaceted approach to communication. They highlight the importance of education, technical support, and technological integration in facilitating the Halal certification process. These efforts aim to build trust, streamline procedures, and ultimately expand the reach and impact of Halal certification services in Indonesia.

Steps used to improve services to business actors

The role of communication media in improving public services is critical in shaping perceptions and enhancing the quality of interactions between service providers and the community. For organizations focused on Halal certification, such as Lembaga Pemeriksa Halal (LPH) Muhammadiyah, communication media are not only tools for disseminating information about the importance of Halal products but also serve as channels to reach a broader audience through structured and targeted approaches. By utilizing these media, LPH Muhammadiyah seeks to establish itself as a credible institution in the competitive landscape of Halal certification.

The strategic use of communication media is pivotal in improving public service quality. LPH KHT Muhammadiyah leverages multiple platforms, including Instagram, email, WhatsApp, hotline services, and direct office visits, to interact with business owners. They also distribute introductory letters to businesses in Jakarta's central areas, aiming to raise awareness about their accreditation by BPJPH. This step is vital given the increasing number of Halal certification bodies, highlighting the importance of effective outreach to encourage businesses to consider LPH KHT Muhammadiyah as their certification partner. Additionally, they inform stakeholders about the mandatory Halal certification regulations set to take full effect in October 2024. Through this multi-channel strategy, LPH not only introduces its services but also emphasizes the significance of compliance, thereby fostering awareness and encouraging businesses to act proactively.

Halal Centers at Muhammadiyah universities also adopt unique communication approaches. For instance, Universitas Muhammadiyah Surakarta (UMS) utilizes a dedicated website linked to the university's portal to provide information about its Halal programs. They complement this with an Instagram presence, though its effectiveness is limited by resource constraints. Beyond digital efforts, UMS maintains direct communication with Muhammadiyah branch leaders and collaborates with PKU Muhammadiyah hospitals in Solo Raya to support their Halal certification processes. Similarly, Universitas Muhammadiyah Makassar focuses on its extensive internal Muhammadiyah network, comprising branches, regions, and Aisyiyah chapters. This network forms the primary target before expanding to the general public. Using social media, websites, and WhatsApp groups, they ensure swift and efficient information dissemination, supplemented by on-campus consultations for accessible support.

Research underscores the impact of appropriate media selection on the effectiveness of public communication. (Yuan et al., 2023) found that public institutions actively engaging through social media can significantly enhance public awareness and build stronger relationships with their audience. (Chidiogo Uzoamaka Akpuokwe et al., 2024) similarly observed that social media fosters better responsiveness compared to traditional communication methods. Moreover, studies like those by (Huang et al., 2020) highlight the importance of multi-channel strategies in reaching business owners, with personalized communication (e.g., emails and WhatsApp) proving effective in motivating participation in Halal certification. (Ramadhani et al., 2024) emphasizes leveraging internal networks, as seen in Muhammadiyah's approach, which enables efficient information exchange and collaboration, reinforcing the organization's capacity to achieve its outreach and service goals. The communication strategy employed by LPH KHT Muhammadiyah utilizes an integrated, multi-channel approach to enhance service quality for business owners. This strategy emphasizes public information transparency as a key element of good governance, ensuring that the public has access to relevant information for informed decision-making and active participation in policy processes. LPH KHT Muhammadiyah exemplifies this by maintaining transparency in audit-related costs. For instance, auditors openly communicate any additional expenses, such as travel costs, and reject any extra incentives or "envelopes" from business owners to uphold integrity and trust. This practice underscores the institution's commitment to accountability and reinforces public confidence in its operations.

Meanwhile Universitas Muhammadiyah Sidoarjo adopts a unique approach by utilizing religious gatherings such as pengajian to disseminate information on Halal certification. This direct, community-rooted strategy effectively reaches a relevant audience within the Muhammadiyah network. Their proactive efforts extend to involving faculty and students in supporting the Halal certification process, particularly through research and community service projects. Programs like KKN (Kuliah Kerja Nyata) engage students to assist small and medium enterprises (SMEs) in overcoming common challenges, such as document preparation for

certification. Similarly, institutions like Universitas Muhammadiyah Makassar, Surakarta, and Yogyakarta leverage their established reputations to attract public interest but face limitations in their communication strategies. Expanding these efforts through stronger partnerships with LPH KHT's central office and nearby Muhammadiyah campuses could significantly enhance outreach and support for businesses navigating the certification process.

The importance of public information transparency in achieving good governance is well-documented, as clear and accessible information fosters public participation in decision-making (Chen et al., 2020). This aligns with LPH KHT Muhammadiyah's commitment to openness in communicating costs and processes, which builds trust among business owners. Additionally, (Hancu-Budui et al., 2020) highlight the significance of understanding audience and cultural contexts when designing effective communication strategies. Universitas Muhammadiyah Sidoarjo's use of religious activities as a platform for Halal socialization reflects this culturally attuned approach, ensuring more impactful engagement with the community.

Research by (Elbes & Oktaviani, 2022) further supports the value of involving students in community service projects to empower and educate the public. This approach not only enhances societal capacity but also reinforces trust in institutions like LPH KHT Muhammadiyah, which prioritize transparency and integrity in their operations. Moreover, studies like (Fitzgerald et al., 2023) emphasize the necessity of building robust communication networks between educational institutions and the broader community. Strengthening these connections can significantly expand the reach of Halal certification information, enabling more businesses and individuals to benefit from the services provided.

Obstacles that often arise in implementing the communication strategy of the Thayyibab Muhammadiyah Halal Inspection and Halal Study Institute

The communication strategies implemented by Lembaga Pemeriksa Halal dan Kajian Halal Thayyibab Muhammadiyah (LPH KHT Muhammadiyah) in delivering public services to business owners face several significant challenges. Communication barriers often hinder the effectiveness of their Halal certification services. According to (Arskieva & Ragimkhanova, 2023), these obstacles can arise at various stages. For instance, issues at the sender level occur when the message is not clearly conveyed, leading to misinterpretations by the recipient. Interviews with LPH KHT Muhammadiyah revealed that business owners frequently compare certification costs with other agencies like LPPOM, resulting in queries about fees. This reflects recipient-level barriers where recipients may not fully understand the provided information, especially amidst intense competition. Similarly, Universitas Muhammadiyah Sidoarjo reported challenges in raising public awareness about the importance of Halal certification during early socialization efforts. This finding aligns with (Larasati & Suharti, 2023), who emphasize the critical role of public awareness in successful public communication initiatives.

On the other hand Universitas Muhammadiyah Makassar highlighted external obstacles, particularly involving BPJPH. Business owners often lack a clear understanding of the certification process, causing delays in communication. (Haroon & Dogar, 2024) similarly noted that inadequate comprehension of procedures could hinder program participation. Additionally, Universitas Muhammadiyah Yogyakarta identified human resource constraints as a key challenge, with most staff balancing academic responsibilities alongside their roles in LPH. This aligns with (Aririguzoh, 2022), which indicates that limited human resources can significantly impact organizational service effectiveness. Universitas Muhammadiyah Surakarta also emphasized the need for better time management and resource allocation to improve responsiveness. Collectively, these findings suggest that communication barriers and

resource limitations are significant hurdles affecting the efficacy of Halal certification services across Muhammadiyah institutions.

Ensuring customer satisfaction is a fundamental goal for service-oriented organizations like LPH KHT Muhammadiyah. Satisfaction is not solely based on the product but also the service experience. Complaints are inevitable but should be viewed as opportunities for improvement. (Globočnik Žunac et al., 2022) highlights that customer satisfaction arises from comparing expectations with actual service performance. In response to complaints about high certification costs, LPH KHT Muhammadiyah transparently explains that fees are regulated by government policies. This approach not only clarifies cost structures but also educates clients about the rationale behind the fees, fostering trust and satisfaction. Additionally, LPH KHT offers discounts for micro and small enterprises as part of Muhammadiyah's social mission. This practice aligns with (Yuan et al., 2023), who found that integrating social and religious values into business can enhance customer satisfaction, particularly within community-oriented enterprises.

Halal Center Universitas Muhammadiyah Sidoarjo adopts a proactive approach by conducting satisfaction surveys after providing support. Utilizing questionnaires to measure client satisfaction helps identify potential issues before they escalate into complaints. (Huang et al., 2020) emphasize that routine satisfaction assessments enable organizations to better understand customer expectations and refine their services. This dual focus on addressing and preventing dissatisfaction creates a positive experience for business owners. Through these strategies, both LPH KHT Muhammadiyah and Halal Center Universitas Muhammadiyah Sidoarjo demonstrate their commitment to continuous service improvement and maintaining high levels of customer satisfaction in their Halal certification processes.

CONCLUSION

The research findings on the communication strategies of LPH KHT Muhammadiyah reveal several key aspects that contribute to facilitating Halal certification for business owners. Firstly, LPH KHT Muhammadiyah has implemented various communication strategies to strengthen its competitive position, particularly against more established bodies like LPPOM MUI. These strategies include disseminating information through social media and official websites to broaden public awareness and foster interaction with target audiences. Additionally, the institution adopts an educational and collaborative approach, focusing on providing clear guidance to micro, small, and medium enterprises (MSMEs) on the benefits and processes of Halal certification. Training programs and socialization efforts have proven effective in improving MSMEs' understanding and compliance with certification requirements. Moreover, LPH KHT Muhammadiyah's communication strategies are rooted in innovation diffusion theory and principles of effective communication. These strategies emphasize flexibility and tailoring messages to the target audience, employing bottom-up approaches and digital platforms to better reach small businesses. Despite these efforts, challenges persist, including limited public understanding, cost comparisons with other institutions, and insufficient human resources. Addressing these challenges requires expanding public outreach, optimizing digital tools like SIHALAL, and enhancing human resource capacity. Additionally, stronger collaboration with regulatory bodies and personalized mentoring for MSMEs can improve service effectiveness and streamline the certification process. Overall, these strategies and recommendations aim to improve public trust, increase efficiency, and ensure wider accessibility to Halal certification services.

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