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## HALAL ASSURANCE SYSTEM (HAS) 23000 PERSPECTIVE GEORGE ROBERT TERRY

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### Abstract

*A company's success in achieving its predetermined goals is possibly resulted from its good managerial skills in planning, organizing, mobilizing, and controlling. Many companies then look for a model or system to achieve those goals. Halal Assurance System (HAS 23000) is one expert management system used as a model by many companies in implementing the halal production processes. The HAS 23000 concept certainly has the management constructions, such as management functions. This library research used a descriptive-qualitative approach. The results showed that there were 11 criteria in HAS 23000 related to the management functions based on the perspective of George Robert Terry consisting of planning function, organizing function, mobilizing function, controlling or supervising function, etc. The theoretical approach proposed by George Robert Terry on management functions was used to analyze those contained in HAS 23000 and show the novelty when compared to those conducted by the previous researchers.*

### Keywords:

HAS 23000, Management, George Robert Terry

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## 1. Introduction

Halal Assurance System (HAS) 23000 is a mandatory guideline for every producer in fulfilling halal certification requirements in Indonesia. The aim of implementing this guideline is that the production process is always guaranteed its halalness on an ongoing basis by the provisions of the Food Assessment Institute for Drugs and Cosmetics (LPPOM-MUI). (LPPOM-MUI, 2008) There are 11 criteria in provisions of the Halal Assurance System (HAS 23000) that must be met by producers to obtain halal certification. The eleven criteria are interrelated, starting from making halal policies, having a halal management team, training and education, production processes to management reviews. The Halal Assurance System which consists of 11 criteria is an integrated management system consisting of a series of processes and principles in management. (LPPOM-MUI, 2012a) which are the eleven criteria in HAS 23000 include a Planning Function, an Organizing Function (*Organizing*), Movement Function (*Actuating*), and an oversight function (*Controlling*).

Halal Assurance System (HAS) 23000 as a management guideline for companies or producers that will or already have halal certificates for their products. It shows that the company has to implement integrated management science properly and correctly by placing management functions appropriately, besides how to implement the HAS 23000 concept itself so that it can be used. (Susihono et al., 2020) The word function in the Big Indonesian Dictionary defined as a use for something explains that the nature of the function can show partially the usefulness of a thing itself. The functions contained in management are something that explains the usefulness of what is meant in planning, organizing, mobilizing, and controlling. However, if these functions are seen as a management system, they cannot be separated or related to one another. Several previous researchers focused their research on how to implement HAS 23000 in a company or focused their trends on how to fulfill the application of HAS 23000 as a guide in halal certification procedures.

Halal Assurance System (HAS) 23000 is very interesting to study from various approaches, this is evident that many studies use HAS 23000 analysis as research material, including this research also using the HAS concept as an option. The HAS concept that researchers analyzed is different from previous researchers. This study analyzes the HAS 23000 management construction from the perspective of George Robert Terry's management function theory. In other words, the writer tries to take pictures from the side of the building structure and composition used in compiling the Halal Assurance System in terms of the management function theory approach according to George Robert Terry. How do the eleven criteria arranged in HAS 23000 reflect the functions in a management system, be it a planning function, an organizing function, a movement function, and a supervisory function

It's like Muhammad Abiyyu et.al's research in analyzing production process activities using a value chain model or referred to as Porter's Value Chain, a model invented by Michael Porter is used to help analyze specific activities that can create competitive value and advantage for the organization. (Reed, 2009) These activities are divided into two types of activities, namely Primary activities dan Supported activities. These activities are divided into two types of activities, namely Primary activities and Supported activities. This porter theory divides the 11 activity criteria in HAS 23000 into two parts, namely the Primary activities section consisting of Inbound Logistics, Operations, Outbound Logistics, Marketing, and Service, while the Secondary or Supported activities section consists of Procurement, Human Resources Management, Technology Development, Infrastructure. This concept

shows a very significant difference in seeing the management concept of HAS 23000 according to George Robert Terry who divides the 11 criteria halal production process into four functions of management, planning, organizing, mobilizing, and monitoring.

Another study, namely Putra Aviva et.al, uses the Integrated Management System (SMT) theory approach or commonly called Publicly Available Specification 99 (PAS 99). (Sanz-Calcedo et al., 2015) published by the British Standard Institute is a management system that can be used within the framework of designing an integrated management system by combining ISO 9001, ISO 22000, HAS 23000. SMT describes several requirements in several management systems into six specifications, namely fourth, organizational context specifications, fifth, leadership specifications, sixth, planning specifications, seventh, support specifications, eighth, operating specifications, ninth performance evaluation specifications. The SMT theory approach used by Aviva et.al to parse the 11 criteria in the halal management system HAS23000 has a different perspective with George Robert Terry's management function theory that divides it into four management functions.

Regarding how the HAS23000 building in terms of management function theory becomes a focus for the author of the current analysis with a qualitative, descriptive approach, and George Robert Terry's theory of management functions as an analytical tool. therefore this study is a research that finds novelty in terms of analysis of the 23000 Halal Assurance System (HAS) from the management side, especially management functions according to George Robert Terry.

## **2. Research Method**

This study uses panel time dimensions, namely sharia commercial banks in Indonesia in the period 2013 to 2017. This type of research uses research design to test hypotheses, namely by testing the dependent variable, namely the performance of the Maqashid Sharia index which is influenced by Characteristics of Sharia Supervisory Board (SSB) with indicators of reflection on the number of SSB members, double positions of SSB members, number of SSB meetings, and educational background of SSB members. This research indicator refers to previous studies such as Mukhibad (2019), Endraswati (2017), Almutairi & Quttainah (2016), Mollah & Zaman (2015), Kholid & Bachtiar (2015), Muttakin & Ullah (2012), Farook et al. (2011), and Ghayad (2008).

The dependent variable of this study is the Maqashid Sharia index. The Maqashid Sharia Index can be defined as the level of the bank in achieving its objectives. The Maqashid Sharia Index in this study took a measurement developed by Mohammed et al. (2008). According to Mohammed et al. (2008), the purpose of Islamic banks will be right if they are derived from the objectives of sharia. The steps in measuring the performance of Maqashid Sharia are as follows:

Concept	Dimension	Element	Performance Ratio
Education	Knowledge Progress	Education	R <sub>1</sub> . Educational cost / total costs
		Research	R <sub>2</sub> . Research costs / total costs
	Expertise Enhancement	Training	R <sub>3</sub> . Training costs / total costs
	Increasing Awareness of Islamic Sharia Banks	Publication	R <sub>4</sub> . Promotion costs / total costs
Fairness (Justice)	Fair Contract	Fair Return	R <sub>5</sub> . Net income / total income
	Affordable services and products	An affordable price	R <sub>6</sub> . <u>Mudharabah &amp; musyarakah</u> / total financing
	Eliminating Injustice	Flower Free Products	R <sub>7</sub> . Interest free income / total income
Welfare (Public Interest)	Profitability	Profit ratio	R <sub>8</sub> . Net income / total assets
	Income and welfare Distribution	Individual Income	R <sub>9</sub> . <u>Zakat</u> / net income
	Investment in real sector	<u>Raio</u> investment in the real sector	R <sub>10</sub> . Total real sector investment / total assets

Goals	Weight Goals (%)	Element	Weight Element (%)
T <sub>1</sub> . Education	30	E1. Education assistance	24
		E2. Research	27
		E3. Training	26
		E4. Publication	23
		Total	100
T <sub>2</sub> . Fairness (Justice)	41	E5. Fair Return	30
		E6. An affordable price	32
		E7. Flower Free Products	38
		Total	100
T <sub>3</sub> . Welfare (Public Interest)	29	E8. Profit ratio	33
		E9. Individual Income	30
		E10. Ratio investment in the real sector	37
		Total	100
<b>Total</b>	<b>100</b>		

### Population and Samples

The population used in this study are all Islamic banking companies in Indonesia. Sampling in this study using purposive sampling technique. Purposive sampling where there is a determination in sampling, so there are certain criteria in determining the sample. The criteria are as follows: (1) Islamic banking financial institutions, namely Sharia Commercial Banks registered at Bank Indonesia. (2) The Sharia Commercial Bank publishes annual financial reports in the period 2013-2017 consistently and has been published on the website of each Islamic bank. (3) Islamic banks have the required data related to the measurement of the variables used for research during the period 2013-2017. By using purposive sampling, this study obtained 11 Islamic banks from panel data of 55 (11 x 5 years).

### Technical Data Analysis

Data were analyzed using the Partial Least Square (PLS) approach through SmartPLS version 3.0, stages. Data analysis techniques include: factor analysis, validity and reliability assessment, R2 and Q2 assessment, and hypothesis testing.

### 3. Results

HAS 23000, which is an integrated management system, is prepared, implemented, and maintained to regulate various materials, production processes, human resources, and procedures to maintain the sustainability of halal products as required by LPPOM MUI. (Anwar, 2018) HAS 23000 or the Halal Assurance System (SJH) is applied to all companies to meet the requirements for halal certification, including places for the food industry, medicine including cosmetics, restaurants and catering, RPH, as well as the service industry. The main purpose of implementing the Halal Assurance System is to ensure that a product is kept halal and provides certainty for Muslims in consuming and using halal products. (Slamet Rusydiana & Marlina, 2020) The principles in implementing the Halal Assurance System must be based on honesty, trust principles, participatory principles, and persistence, or consistency.

HAS23000 as a guideline that must be made and owned by every entrepreneur who wants to obtain halal certification is a concept created by LPPOM MUI since January 12, 2012(LPPOM-MUI, 2020). As a commitment to maintaining consistency of production during the validity period of the halal certificate, and as an implementation of the provisions of the Indonesian Ulema Council (MUI) that has become the first Halal Certification Body in Indonesia and is trusted both at the national and international levels as well as a credible Halal Certification Agency supported by Certificates Accreditation of SNI ISO / IEC 17025: 2008 for Halal Laboratories and SNI ISO / IEC 17065: 2012 and DPLS 21 for Halal Certification Bodies from the National Accreditation Committee (KAN). Even recognized by the United Arab Emirates Accreditation Body (ESMA) until LPPOM MUI's age has touched 31 years. (LPPOM-MUI, 2020)

HAS23000 book launched and inaugurated by the Vice President of the Republic of Indonesia Budiono in conjunction with the 23rd anniversary of the LPPOM-MUI Anniversary. (LPPOM-MUI, 2012b) This is an important event where HAS 23000 began to take effect and also recognized and adopted by the world's Halal institutions, especially those members of the World Halal Food Council (WHFC) which until now has 45 members from 26 countries. Including the Indonesian Government and requires a halal certification for products circulating and traded in the territory of Indonesia (UU Nomor 33 Tahun 2014, 2014), based on Law Number 33 of 2014 concerning Halal Product Guarantee through the Halal Product Guarantee Agency (BPJPH) under the Ministry of Religion of the Republic of Indonesia. (UU Nomor 33 Tahun 2014, 2014)

Since the enactment of Law Number 33 of 2014 concerning Halal Product Guarantee, it has been approximately six years since BPJPH has not been able to carry out its functions as mandated by law. Even in the halal certification procedure, especially regarding the requirements for obtaining halal certification, it still uses the guidelines made by LPPOM MUI, namely the HAS23000 document. (BPJPH, 2019) This shows that HAS23000 is a crucial guideline in halal production processes for entrepreneurs who want to obtain a halal certificate and can be accepted and implemented. Substantially, in HAS 23000, the eleven criteria must be met by every producer in implementing this Halal Assurance System.

The first is Halal Policy. The halal policy made in writing is stipulated by top

management in a guideline as a company committed to producing halal products consistently. Including containing rights, obligations as well as company rules including rewards, and punishments on how all procedures are guided by the rules of halal service as the basis for the preparation and application of the Halal Assurance System. Top management is obliged to disseminate these guidelines to all parties related to and with an interest in the company. (LPPOM-MUI, 2012a) This halal policy is a company's commitment to managing its company to always maintain the halalness of its products and maintain company performance, this is important because it will affect subsequent processes, such as the policy of providing training and education which will be influenced by the corporate governance system. (Brahmana et al., 2018)

The second is the Halal management team, top Management arranges its personnel as a Halal Management Team consists of all parts related to critical activities and also has the clarity of both duties, authorities, and responsibilities as a team that handles the entire halal production process and procedure. Provision of the necessary resources. Both for the preparation, implementation, and evaluation of a better Halal Assurance System is a task that must be done by Top Management. One of the methods in increasing the effectiveness of the management team apart from conducting training is by increasing team cohesiveness. (Bachroni, 2011)

The third is Training and education, which carry out both internal and external training that must be followed, especially training related to competence and knowledge of halal production processes as shown by LPPOM MUI. The time for an internal audit train is at least once a year while external for two years. In this case, the company must have a written procedure regarding the implementation of training for all employees or employees who handle critical activities. The training must be scheduled until the employee has competencies that meet the passing criteria. This training and education must always be documented as evidence that the company has carried out training and education. (LPPOM-MUI, 2012a)

The fourth is Ingredient, it is ensured that the manufacturing materials for the product to be certified are free from materials that are haram and unclean. Companies must also have documents including manual supporting documents for all materials to be used, except for materials that are certain of safe materials and are not contaminated with haram substances. The company must also have supporting documents for all materials used in addition to procedures or SOPs so that the validity period is maintained. Making decisions on choosing raw materials that are by sharia provisions and maintaining the quality of the ingredients is an important activity of the halal management team, the support system for selecting raw materials can be used the Weighted Product method. (Ruhawati & Romdoni, 2020) Fifth namely Product, products must be clear and there should be no contamination with smells or tastes that are potentially haram or have been declared haram according to the MUI fatwa. The use of a brand or name on a product to be certified is prohibited from using a name that intersects with something that is forbidden, including worship that deviates from Islamic sharia. Products that have the same brand in circulation must be fully registered to obtain a halal certificate. (LPPOM-MUI, 2012a)

The sixth is a Production facility, which includes the first Processing Industry. It's mean Production facilities must ensure that there is no cross-contamination with unclean/unclean materials/products. Production facilities can be used interchangeably to produce certified products and noncertified products as long as they do not contain ingredients derived from pigs/their derivatives, but there must be procedures that ensure no

cross-contamination occurs. The Second is Restaurant/Catering/Kitchen covering The kitchen is only devoted to halal production; Serving facilities and equipment are only dedicated to serving halal products. The Third is the Slaughterhouse. Covering Slaughterhouse facilities are only dedicated to the production of halal animal meat. The location of the slaughterhouse must be isolated from the pig's slaughterhouse. If the deboning process is carried out outside the slaughterhouse, it must be ensured that the carcass only comes from the halal slaughterhouse; The butcher tool must meet the requirements. (LPPOM-MUI, 2012a) Production facilities are also important to consider an efficiency system as part of a production facility in order to maintain profit margins. (Ohmori & Yoshimoto, 2020)

The seventh, namely Critical activity written procedures, companies must have written procedures regarding the implementation of critical activities, namely activities in the production chain that can affect the halal status of the product. Critical activities can include the selection of new materials, purchasing materials, checking incoming materials, product formulation, production, washing production facilities and supporting equipment, storage and material and product handling, transportation, display, visitor rules, menu determination, stunning, slaughter, adjusted to the company's business processes (processing industry, slaughterhouse, restaurant/catering/kitchen). Written procedures for critical activities can be integrated with other system procedures as found by Teti Istiasih at.al in the food technology journal. (Estiasih et al., 2019)

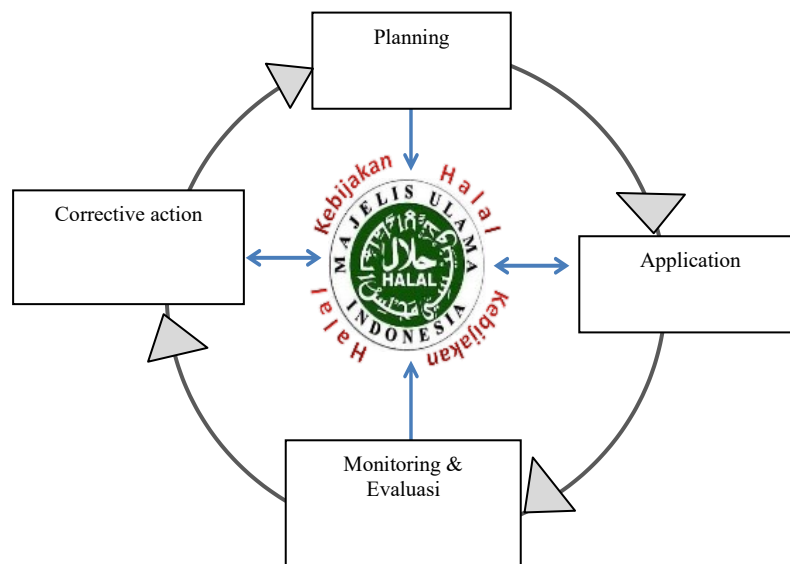
The eighth is Searchability. Written procedures to ensure traceability of products that are certified to originate from materials that meet the criteria (approved by LPPOM MUI) and are produced in production facilities that meet the criteria (free from pork / their derivatives) must be made by the company including if the company in coding or labeling the ingredients must clear and accountable. One of them is to trace whether the material or product is halal or not, a traceability method can be used with the Interpretive structural modeling approach. (Haryono & Handayani, 2018)

Ninth, namely Handling of products that do not meet the criteria, the handling of products that do not meet these criteria must be kept and written procedures must be made by the company to handle products that do not meet the criteria, namely not being sold to consumers who require halal products and if they are already sold, they must be withdrawn. All documented. (LPPOM-MUI, 2012a) Tenth, namely Internal audit, internal audits carried out by companies must be carried out by making written procedures in implementing the Halal Assurance System. Internal audits are conducted at least every six months and carried out by competent and independent internal auditors. The results of the internal audit are not only submitted to the party responsible for each activity but also submitted to LPPOM MUI in the form of a periodic report every 6 (six) months. The audit results must have the necessary corrective actions and have a time limit with the aim of being able to solve the problems of the findings with consequences that will not happen again. The entire review process with existing evidence must be properly documented. (LPPOM-MUI, 2012a) Internal audit can be carried out by several methods such as what Pika Mustika at.al did in his research at PT. IPB. (Mustika et al., 2016)

The eleventh is Management review. management review is carried out by Top Management, which is carried out at least once a year if it is needed more than once a year to assess the effectiveness of HAS implementation and formulate continuous improvements. The parties responsible for each critical activity must be informed of the results of the evaluation. A time limit should be set for completing the evaluation results. All evidence from this management review must be properly documented. (LPPOM-MUI, 2012a)

Management review can be started from the selection of the management team as the start of the halal production process. Personnel in the Halal Management Team who have the capability can be obtained through external selection in addition to internal selection. External selection can be done as in the research of Diana Aqmalia et al. in the journal *Gadjah Mada International Journal of Business*. (Aqmalia & Ardyan, 2019)

Indonesia Halal Training dan Education Center (IHATEC) explains the 11 (eleven) criteria if it is understood in each field. then, criteria 1, 2, and 3 are pre-requisites for HAS implementation, criteria 4, 5, and 6 are the contents of HAS implementation. Criteria 7, 8, and 9 is a procedure that must be done in HAS. Criteria 10 and 11 are evaluation actions of HAS implementation. The Indonesia Halal Training and Education Center (IHATEC) also describes in general management the cycle of the Halal Assurance System (HAS 23000). There are 4 (four) stages, namely Planning, Implementation, Monitoring, and Evaluation, as well as corrective actions, as in the following figure. (IHATEC, 2017)



Source: IHATEC\_SJH 2017 Rev. 1

Picture 1  
The Halal Assurance System Cycle

George Robert Terry defines management as the activity of each individual in a group that gives all its efforts optimally through various pre-planned actions to achieve organizational goals. When described as a whole, management consists of the knowledge possessed so that it knows what to do, determines how to do and understands what must be done, also can evaluate everything that has been done. This management is defined by George Robert Terry as a process of achieving a predetermined goal. (Robert Terry, 2019) In general, almost all figures define management as a science or art of moving or managing existing resources to achieve predetermined goals. For example, Sofyan Syafri Harahap defines management as a process that utilizes existing people and resources to achieve predetermined organizational goals. (Suparningsih et al., 2018) Another figure is Hasibuan, who defines management as a science and art to manage and make the best use of human and other resources to achieve goals. (Daeng, 2018) Management is also defined by



Manulang as an art as well as a science from planning to monitoring all available resources to achieve predetermined goals. (Janan Asifudin, 2017)

World figures such as Henry Fayol also define management as a process that starts from planning, managing the organization, moving, and controlling what is done to achieve goals and describes management into 5 (five) functions. (Manajemen et al., 2015) James A.F Stoner also defines management the same as the previous character. (Kiwang et al., 2015) Thus George Robert Terry in defining management very much colored the opinions of figures and even used as a reference for management figures in the world, especially regarding management science until then George Robert Terry was dubbed the "Father of Management Science" George R Terry, who during his life was dedicated to teaching, writing, and researching for the development of management science and modern business was born in the superpower of the United States in 1909 and died in 1979 where his phenomenal work, which was used as a reference for world figures written was "Principles of Management." (Daniel A.Wren, 2008) George Robert Terry then reiterated that management is a science and art in a process carried out by an activity or activities that are formed from several main function processes. The main functions are then referred to in management as management functions. (Robert Terry, 2019) It is in this process that management functions are carried out optimally to achieve organizational goals effectively and efficiently. (Candra Wijaya, 2016) Management functions by George Robert Terry in his book "Principles of Management" consist of 4 (four) main functions, namely Planning, Organizing, Actuating, and Controlling (POAC). (Zanah & Sulaksana, 2016)

In contrast to Henry Fayol in his book general and industrial management divides management functions into 5 (five) functions, namely planning, organizing, directing, coordinating, and controlling. (Casmudi, 2016) Likewise, James A.F Stoner, who in his book entitled Management divides management functions into 4 (four), namely as follows: Planning, Organizing, Leading, and Controlling. (Setiawan, 2017) Although in its development the management functions have changed, it can't be separated from the four basic management functions of George Robert Terry. Management Fundamentals Theory written by George Robert Terry and L.W. Rue with the Ticoalu translation published in 2019 uses management functions into five functions. Namely; Planning, Organizing, Staffing, Motivating, and Controlling (POMC). (Robert Terry, 2019) However, what it means is that staffing is included in the organizing function, and motivating is included in the mobilizing function.

In detail, George Robert Terry's management functions in his book *Principles of Management* are as follows; first, Planning function. The first function is a planning function where the stages in this planning are carried out, among others, First Setting goals or a series of goals starting with decisions about the wants or needs of the organization or workgroup. Second, to formulate the current situation, at this stage information is needed, especially about financial and statistical data, which is obtained through communication. The third is to identify all the facilities and obstacles and to measure the ability of the organization to achieve its goals and the fourth is to develop a plan or series of activities for the achievement of goals or to develop various alternative activities to achieve goals, to assess the best and most satisfying alternatives. George Robert Terry specifically details this planning activity as follows (Robert Terry, 2019) Determine the current condition of the organization by conducting an internal audit. Survey the organization's environment, Setting goals, Perform calculations of possible future events, Carry out activities and sources of direction, Evaluation the planned activity action considerations, Make changes to planning

by the results of supervision, Always communicate during planning. The details of the activities in the planning function show that the organization in achieving its goals requires preparation in advance and measures the ability of the organization so that this process requires universal and integrated thinking. (Zaidir & Listiawan, 2020) Good and detailed planning will make it easier for organizations to achieve goals effectively and efficiently.

The Second is the Organizing function, in principle, organizing is a series of activities that unite all existing resources into integrated parts and are easy to coordinate so that the goals from the organization can be achieved precisely and quickly. George Robert Terry describes the organizing function in the following activities. (Robert Terry, 2019) Identify the work to be carried out carefully. Distribute tasks or labor for everyone, assign each position for each assigned task, determine the requirements for each determined position, create units of position groups that are linked to a leadership model, distribute work, authority, and responsibility for the activities to be carried out, Make organizational changes by the results of the evaluation, carry out intensive communication during organizing. This organization has the meaning as a forum or space for executing all activities within the decision-making authority so that all available resources can be used effectively and efficiently to achieve organizational goals. (Santoso, 2019) The organizing function by George Robert Terry and L.W. Rew also includes the Personnel Function or Staffing where the scope of the staffing function in the organization is needed to place human resources or employees according to needs or (the right man on the right place) so that the achievement of organizational goals can be done effectively and efficiently. As for the details of this staffing function according to Goerge. R. Terry,(Robert Terry, 2019) Determine personnel needs, Optimizing all employees in every activity, Make a selection of good employees, Make changes to human resources that have been placed based on the results of evaluation and supervision. (Purwanto et al., 2020)

The third is the Actuating function. Sukarna stated in his book, Fundamentals of Management, the function of movement according to George Robert Terry, quoted from the book Principles of Management. "Actuating is setting all members of the group to want to achieve and to strike to achieve the objective willingly and keeping with the managerial planning and organizing efforts".(Ibrahim et al., 2018) Important variables in this movement include leadership that has the capability, attitude, and good morale of all people involved, communication skills, giving motivation such as good incentives, supervision, and also the creation of discipline for all parties. George Robert Terry and L.W. Rew Motivating are closely related to the executors or employees in the organization who carry out all the activities of all parts of the organization and this motivation is also needed for them so that in carrying out their duties they always have enthusiasm in completing their responsibilities properly and correctly.

This function, according to George Robert Terry, consists of the following activities, (Robert Terry, 2019) Convey organizational goals to subordinates, Create work implementation standards, Provide training and guidance to subordinates to achieve work standards, Provide wages based on job performance, Give appreciation and punishment proportionally, Changing the implementation of motivation by the results of monitoring and evaluation. The fourth is the Controlling function, supervision is carried out so that all activities and activities from planning to implementation can be carried out in a well-directed and controlled manner. This supervision is needed in every organization because supervision is an important factor as a way of maintaining the direction of activities and all activities so as not to deviate from what has been previously determined. This supervisory

function is the last action of managers in an organization. (Candra Wijaya, 2016) George Robert Terry formulates the activities in the supervisory function as follows, (Robert Terry, 2019) Establish supervisory standards, Assess the results of supervision and implementation standards, Carry out corrections to mistakes, Make changes to the methods of supervision according to the results of the supervision.

The Halal Assurance System document which consists of 11 criteria that constitute an integrated management system should be based on management principles that determine the success of achieving goals. In management principles which as a whole are the driving force of all activities as a management function, when analyzed in management science George Robert Terry's perspective so that HAS 23000 includes management functions, namely the Planning Function, the Organizing Function, the Movement Function, and the Control Function. HAS 23000 From the perspective of Management Function Theory, is the composition or composition of management functions that are implemented into the 11 criteria in the Halal Assurance System or HAS 23000 in each of the criteria. Therefore the composition or composition of each management function, namely the planning function, the organizing function, the mobilizing function, and the supervisory function which are implemented into each of these 11 criteria can be analyzed as follows, Halal policy. The halal policy is included in the planning function because, in the halal policy, there is an element of planning in making guidelines regarding the company's commitment to producing halal products consistently, planning regarding rights and obligations as well as company rules including rewards and punishments regarding how all procedures are guided by halal principles. It can serve as the basis for the preparation and application of the Halal Assurance System.

Halal Management Team, this criterion has a meaning in management as a stage where a company or organization selects and compiles the required human resources into one container that has responsibility for the implementation of halal production activities from planning to carrying out supervision, then in management, these criteria enter into organizational and staffing functions as detailed by George Robert Terry in the organizing function (staffing). Training and Education, these training and education criteria are the third criteria in HAS 23000 where this criterion is a guideline that must be carried out by companies to provide training and education to all employees involved in halal production. These employees have competence in carrying out all halal production activities (Yanthy et al., 2020) Then, the management function described by George Robert Terry is a detailed function of mobilization in the function of motivation. In the function of motivation, one of which is to carry out training for employees so that they have the skills needed by work standards, namely carrying out the entire halal production process.

Ingredients, the materials referred to in the Halal Assurance System Guidelines are that all uses of production materials must be clear from materials that are halal and not contaminated with non-halal materials. This criterion also requires keeping records of all materials used in halal production activities. Thus, if it is analyzed into one of George Robert Terry's management functions, specifically it cannot be categorized as Planning, as Organizing, or as a movement or as Controlling. But, precisely the fourth criterion regarding this material in management covers all management functions, namely planning, organizing, mobilizing, and controlling because the criteria for this material are meant to be a whole series of production activities aimed at converting inputs into outputs by the objectives, namely halal products. (Herizer, J. & Render, 2012) In management science, this material criterion becomes a separate study, namely the production function or more specifically as

the science of production management. According to E.F.L. Brech, the material is meant as a medium-term goal that must be managed by the production department.

Product, as the fifth criterion, the Halal Assurance System guidelines intend that the products produced (including the use of brands) must be halal products whose position is not mixed with haram products. For this reason, when analyzed using George Robert Terry theory, it is actually not only part of a management function, but also includes all management functions, this is because "Product" is a series of products that has the same criteria as the fourth criterion regarding use. materials, so that in management science is a production function or production management (Assauri, 2004) which includes functions of planning, organizing, mobilizing, and supervising.

The production facility, the guidelines for the Halal Assurance System or HAS 23000 as meant by the 6th criterion, namely Production Facilities, are all facilities, both premises, equipment, and equipment, must be completely free from non-halal materials or non-halal contaminants. This production facility is a requirement of all production activities used, (Nasihien et al., 2017) therefore production facilities are not specifically included in the five management functions according to George Robert Terry but are also interpreted more comprehensively as a production function as stated by E.F.L. Brech (Brech, 1976) namely that production facilities must be adjusted to the specifications, namely halal products.

A written procedure for critical activities, it is explained in the Halal Assurance System that all activities or activities related to critical points of halal production must be recorded coherently from the beginning to the end of production so that if there is any doubt about the halalness of the product it will be easy to find problems and solve them. Then these criteria can be categorized into monitoring functions or control systems. George Robert Terry defines it as a Controlling function, namely that supervision is carried out by following predetermined standard indicators so that it can be easily taken corrective action and clarification if there are deviations. (Robert Terry, 2019)

Searchability and traceability is an activity in the Halal Assurance System that is made in the form of records of halal production activities and can be used to assist management in tracking the production process so that it will be easy to find what materials are used during the production process. This criterion is in the analysis of Goerge's management function. R. Terry can be categorized as a controlling or controlling function. Where these criteria indicate that there is a process carried out as an effort to guard the production processes with various important notes that can be used as an effort to control the production process carried out. In line with George Robert Terry, Siagian also defines almost the same thing, namely that control or supervision includes the observation process from production planning to distribution whether it is by a predetermined production plan or not. (Siagian, 2003)

Handling of products that do not meet the criteria, products that do not meet the halal criteria must be handled properly. Management must establish procedures for handling these products so that they are not misused. The handling of products like this is an act of unused production that must be done appropriately. Therefore, when analyzed using the management function of George Robert Terry, it is a formulation of the supervisory function. (Robert Terry, 2019) The same thing was conveyed by volunteers who said that the supervision process included correcting irregularities carried out in the right way or action. (Sukarna, 2011)

Internal Audit. an internal audit is carried out to supervise all halal production activities in the company which is useful to see whether the process or product produced

has met the halal criteria or not. Internal audit is also often referred to as the act or activity of internal monitoring and evaluation, which is carried out from the plan, implementing activities to completion of activities. (Awaluddin et al., 2019) This criterion is part of the supervisory or control function formulated by George Robert Terry. Internal audit as supervision is defined by Sawyer, whether the goals of the organization have been achieved effectively or not, and whether internal policies, in particular, have been implemented or not. (Sawyer. Lawrence B., 2005)

Management review. This criterion is carried out by management in the process of halal production activities to evaluate the entire process and production whether it is by halal standards and criteria or not, if some processes or activities are not suitable and cannot be implemented then it becomes important to evaluate in this section - part of management that is difficult or cannot be carried out while still seeking solutions according to halal criteria, it is clear that this is a management function that carries out the evaluation function, by George Robert Terry it is included in the control or controlling function. This section can also review the overall implementation of HAS 23000, starting from the preparation of halal policies, preparation of the halal management team, implementation of training, education, selection and use of materials, production, facilities, traceability, and auditing capabilities.

Based on the description of the analysis above, a simple grouping is carried out in each function according to the work from the pattern of the HAS 23000 criteria. Eleven criteria in the Halal Assurance System (HAS) 23000 are included in management construction as follows:

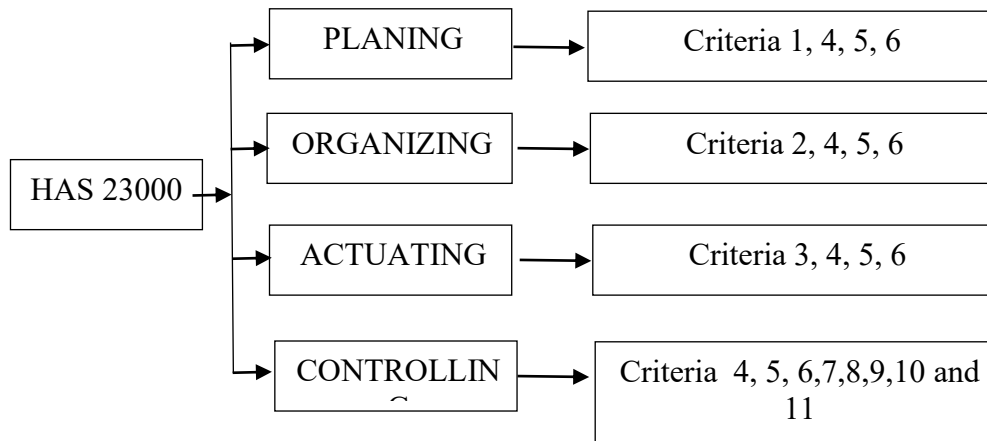
Table 1  
Halal Assurance System (HAS) 23000 George Robert Terry Perspective

NO	Criteria	Management Function				Information
		P	O	A	C	
1	Halal Policy	√	-	-	-	Included in the planning function because these criteria are the initial concepts in the implementation of halal product activities
2	Halal Management Team	-	√	-	-	It is an organizational function because this criterion the selection of employees who will be used as a team is the duty of the staffing function and the personnel arrangement function that is in the organizing function.
3	Training and Education	-	-	√	-	Training and education are management functions in providing motivation that is in the function of mobilizing so that employees who carry out tasks have the ability and competence.
4	Ingredients	√	√	√	√	The materials used in halal production are a production function that specifically translated into production

					management science which has all management functions.	
5	Product	√	√	√	√	The product is the final result or output of halal production and the final goal of the results of halal activities. It's also a production function that is also specifically translated into production management science which has all management functions.
6	Production Facility	√	√	√	√	Production facilities used in halal production are also included in the production function category which consists of planning, organizing, mobilizing, and controlling functions
7	Written Procedure for Critical Activities	-	-	-	√	Written procedures are a function of control or supervision.
8	Searchability	-	-	-	√	Traceability is a function of control or supervision.
9	Handling Products that do not meet the Criteria	-	-	-	√	The handling of products that do not meet the criteria is a process of the supervisory function that follows up on products that do not meet the halal criteria for corrections.
10	Internal Audit	-	-	-	√	Internal audit is part of the supervisory function which is the work of the internal monitoring and evaluation division.
11	Management Review	-	-	-	√	Management review is the result of evaluation as part of the control or supervision function.

(processed data of 2020)

The table shows a brief description of the eleven criteria by grouping each criterion into George Robert Terry's management functions. Included in the planning function group are the criteria for halal policies, materials, products, and production facilities. The organizing function group is the criteria for the Halal Management Team, ingredients, products, and production facilities. The movement function groups are materials, products, production facilities, training, and education. The supervisory function group includes materials, products, production facilities, critical activity is written procedures, traceability, handling of products that do not meet the criteria, internal audits, and management re-analysis. On the criteria for materials, products, and production facilities in the description of HAS 23000 each do not stand partially from one of the management functions. However, these criteria are a series of production processes that cover all functions in the science of production management (Arnett & Madhavaram, 2012) In simple terms, it can be seen in the following figure:



Source: Processed Data of 2020

Picture 2  
HAS 23000 in Management Functions

Value Chain Porter theory as used by Abiyyu et.al in grouping 11 criteria consists of two parts, the primary activities section includes criteria for materials, products, production facilities, written procedures for critical activities, traceability and handling of products that do not meet the criteria, the secondary part activities covering halal policy criteria, halal management team, training and education, internal audit, management review. Likewise with Putra Aviva et.al's research with the Integrated Management System approach which divided the 11 HAS23000 criteria into organizational specifications, leadership specifications, planning specifications, support specifications, operating specifications, and performance evaluation specifications.

#### 4. Conclusion

Management as both an art and a science to move people to use all resources effectively and efficiently to achieve the goals that have been set are the needs of every organization and company. Automatic management has been used by both small organizations and large organizations. The use of management as a process in individual and group activities raises the various functions required in the implementation of management. It is known that HAS 23000 which consists of 11 criteria, some of which are a function of management which can describe in each function, and part of it is a management function specifically contained in production management, namely a production function which covers all management functions as a whole. The results of the analysis in this study concluded that the 11 criteria in HAS 23000 were divided into management functions as follows, Criterion 1 is a planning function, criterion 2 is an organizing function, criterion 3 is a function of movement, criteria 4 to 6 are a production function that includes all management functions (POAC) and finally criteria 7,8,9,10 and 11 are control functions or supervision. So it can be concluded that the HAS 23000 Halal Assurance System covers all management functions, especially from the perspective of George Robert Terry.

This study certainly has many limitations, especially in the discussion of describing HAS 23000 in a management science review. Meanwhile HAS 23000 is an integral and universal management system concept, so that further studies can be carried out from various aspects of the approach as well as from various disciplines, such as how the HAS

23000 can be implemented with integrated management systems theory or other theories. Researchers say many thanks to those who have helped so that this research can be completed, especially thanks to the supervisors

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