

Job Design and Collaborative Human Resource Management from a Tetrapreneur Perspective: BPJPH's Strategy for Addressing Halal Certification Challenges

Isnaeni Gelda Prasetianti ^{a*}, P.L. Rika Fatimah^b

^aAssociate Professor, Center for Religious and Cross-cultural Studies, Graduate School, Gadjah Mada University (UGM), Yogyakarta, 55824, Indonesia

^bDepartment of Management, Faculty of Economics and Business, Gadjah Mada University (UGM), Yogyakarta, 55824, Indonesia.

ABSTRACT

Halal certification in Indonesia plays a strategic role in protecting Muslim consumers and enhancing the competitiveness of the national halal industry. The Halal Product Assurance Agency (BPJPH) administers the certification system; however, its implementation faces challenges related to limited human resources, suboptimal job design, and fragmented inter-institutional coordination. This study analyzes how integrating job design strategies with the Tetrapreneur model can strengthen halal certification governance in BPJPH. This research employs a qualitative approach using framework analysis of policy documents, BPJPH organizational structure, and relevant academic literature. The findings indicate that aligning job design strategies with the Tetrapreneur dimensions can improve institutional coordination, strengthen quality assurance mechanisms, and support the development of a more integrated halal ecosystem. This study contributes to the literature on halal governance and public sector management by proposing an integrative conceptual framework that links human resource management with entrepreneurial governance to enhance the capacity of halal regulatory institutions.

Keywords: *bpjph, collaborative human resource management, halal certification, job design, tetrapreneur*

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1 Introduction

The Halal certification in Indonesia plays a crucial role as an instrument for protecting Muslim consumers. This role is supported by a strong legal framework established through Law Number 33 of 2014 on Halal Product Assurance (JPH). This regulation requires all products circulating, traded, and imported in Indonesia to have a halal certificate to provide protection and legal certainty for Muslim consumers [1]. The Halal Product Assurance Agency (BPJPH) is

* Corresponding author

Email address: isnaenigeldaprasetiati@mail.ugm.ac.id

responsible for overseeing the certification process, replacing the role of the MUI, which is now a partner in issuing halal fatwas. Halal certification not only fulfills religious aspects but also has a positive economic impact by increasing product competitiveness and preventing consumer fraud [2]. Effective implementation requires collaboration between government institutions and stakeholders to maintain the integrity of the halal certification process.

As a derivative regulation of Law No. 33 of 2014, the Indonesian government issued Government Regulation (GR) No. 42 of 2024 concerning the Implementation of Halal Product Assurance. This regulation replaces GR No. 39 of 2021 and emphasizes strengthening halal certification governance, enhancing transparency, and improving bureaucratic efficiency. GR No. 42/2024 serves as an operational guideline for the Halal Product Assurance Agency (BPJPH) in exercising its regulatory authority, including standard setting, certification processes, supervision, and international cooperation [3]. This regulation also clarifies the obligations of business actors to obtain halal certificates, including micro, small, and medium enterprises (MSMEs), with various facilitation mechanisms from the government [4].

The importance of halal certification regulations lies not only in fulfilling sharia obligations, but also in strategic economic aspects. Halal certification increases consumer confidence, expands domestic and global market access, and strengthens the competitiveness of Indonesian products amid growing global demand for halal products [5]. In other words, halal certification has evolved from a mere religious issue into a regulatory instrument and a competitive national economic development strategy [6]. Therefore, BPJPH plays a very strategic role in halal certification in Indonesia.

In the international context, halal certification governance has also developed in various countries through diverse institutional approaches. Malaysia, for instance, has established a centralized halal certification system through the Department of Islamic Development Malaysia (JAKIM), which integrates regulatory, auditing, and training functions within a single institutional framework [7]. Other countries, such as Brunei Darussalam and the United Arab Emirates, have also implemented national halal certification systems that emphasize strong standardization and institutional coordination [8]. These international experiences demonstrate that the effectiveness of halal certification systems is not determined solely by regulatory frameworks, but also by organizational design and human resource management that support the consistent implementation of halal policies.

BPJPH plays a central role in administering and supervising the Halal Product Assurance system (SJPH) in Indonesia through certification, field inspections, laboratory testing, and periodic audits. Although BPJPH supervision contributes significantly to improving the quality of halal products, its implementation faces complex challenges. Limited human and technological resources are the main obstacles [9]. Micro, small, and medium enterprises (MSMEs) face various challenges in obtaining halal certification. These challenges include limited financial resources, low levels of information technology literacy, inadequate production facilities, and the perception that halal certification is only necessary for large-scale businesses [10]. The certification process is lengthy and bureaucratic because it involves many institutions, has the potential to cause conflicts of interest, and still requires better accountability and transparency arrangements [11]. Capacity building and intensive collaboration are needed to overcome these obstacles. In addition, another problem lies in

suboptimal *job design*. Research on human resources and job design in Indonesia shows the critical role of job design in organizational performance. Job design significantly affects employee productivity through physical layout, task distribution, team interaction, and organizational culture [12]. Studies show that organizational culture and job design have a significant direct effect on job commitment, while job commitment acts as a mediator in the relationship between job design and human resource performance [13]. In Indonesian educational institutions, human resource empowerment, organizational culture, and job design directly influence employee performance, with empowerment and organizational culture also influencing job design. Similarly, research on government employees confirms that job design, organizational culture, and work motivation collectively influence human resource performance [14]. These findings consistently highlight that effective job design, when combined with a supportive organizational culture and appropriate employee empowerment, creates optimal conditions for improving human resource performance in various organizational contexts in Indonesia.

In practice, BPJPH faces various challenges, particularly related to the limited number of halal auditors, suboptimally structured job design, and limited human resource collaboration with other institutions such as the Halal Inspection Bodies (LPH) and the Indonesian Ulema Council (MUI). The work structure of BPJPH auditors, technical personnel, and administrative staff tends to overlap and is not distributed effectively. This condition results in low work efficiency, a lack of specialization, and limited innovation in carrying out halal certification tasks. Furthermore, human resource collaboration between institutions involved in the halal ecosystem, such as BPJPH, the Halal Inspection Bodies (LPH), and the Indonesian Ulema Council (MUI), is still partial. The lack of strong synergy and coordination has the potential to cause fragmentation in the implementation of halal certification in the field [15].

Job design plays a crucial role in improving organizational productivity and effectiveness through physical arrangements, task distribution, team interactions, and an appropriate organizational culture [12]. Optimal job analysis and design help identify task requirements and qualifications, while motivating and improving employee performance [16]. This complexity requires an innovative approach to human resource management and institutional work design [17].

Previous studies have highlighted the importance of job design and organizational culture in improving human resource performance, but few have examined the integration of these concepts with public entrepreneurship frameworks such as Tetrapreneur. The research gap lies in the lack of a conceptual model that maps job design-based HR management with public entrepreneurship strategies to strengthen halal certification governance. Therefore, this study offers an integrative approach between Tetrapreneur theory and the Job Design and Collaborative Human Resource Management concept to address these challenges.

The Tetrapreneur theory provides a comprehensive entrepreneurship framework with four main pillars for strengthening governance in the implementation of halal certification [4]. The Tetrapreneur framework consists of four main pillars [4]: (1). Chainpreneur emphasizes the importance of building an integrated and transparent upstream-to-downstream system. (2). Marketpreneur focuses on market literacy and penetration strategies. (3). Qualitypreneur

emphasizes quality assurance and service sustainability. (4). Brandpreneur relates to institutional branding, reputation building, and global diplomacy.

When applied to the context of public institutions such as BPJPH, the Tetrapreneur framework can serve both as a strategy for strengthening human resource management at BPJPH and as an instrument to address the challenges of halal certification [18]. In the context of Indonesia's halal industry, integrating the Tetrapreneur model with regulations such as Government Regulation No. 42 of 2024 can optimize the implementation of Halal Product Assurance [4]. Research shows that the development of a halal supply chain requires the active role of various stakeholders, including business actors, the government, and universities [19], while the integration of the halal assurance system with quality management can improve operational efficiency [20].

In The novelty of this study lies in mapping the four pillars of the Tetrapreneur model (Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur) into job design and collaborative human resource management within BPJPH. This integration is expected to create a more effective and focused work structure, enhance inter-agency synergy, and strengthen the competitiveness of Indonesia's halal industry. The purpose of this study is to analyze how the mapping of these two concepts can optimize the role of BPJPH in dealing with the complexity of halal certification. This study also contributes to the development of public management and halal policy literature through an innovative perspective that combines entrepreneurship and human resource management theories.

This study provides not only practical contributions to strengthening the institutional capacity of BPJPH but also offers academic contributions to the development of the literature on halal industry governance and public sector management. First, this study proposes a conceptual integration between job design theory and the public entrepreneurship framework through the Tetrapreneur model in the context of halal certification governance. Second, it extends the discussion on public sector human resource management by demonstrating how job design can be utilized as a strategic instrument to strengthen the capacity of halal regulatory institutions. Third, the conceptual model developed in this study may serve as an analytical framework applicable to halal certification authorities in various countries facing challenges related to institutional coordination and the complexity of halal industry governance.

2 Materials and methods

2.1 Research Design

This study employs a qualitative approach using the framework analysis method to examine the integration of job design concepts and the Tetrapreneur model in the governance of halal certification within BPJPH. The qualitative approach was selected because this study aims to obtain an in-depth understanding of managerial and institutional phenomena, particularly those related to human resource management and organizational structure in the implementation of halal certification. The framework analysis method is employed as it enables a systematic mapping between theoretical concepts and the institutional structures under analysis.

2.2 Data Sources

The data used in this study are derived from secondary sources obtained through the examination of policy documents, institutional reports, and academic literature relevant to halal certification governance. The policy documents analyzed include Law Number 33 of 2014 concerning Halal Product Assurance, Government Regulation Number 42 of 2024 concerning the Implementation of Halal Product Assurance, as well as internal BPJPH regulations related to organizational structure and institutional functions. In addition, this study also utilized scholarly articles, academic books, and official reports from relevant institutions discussing job design, human resource management, and previous studies related to the Tetrapreneur theory in the context of organizational governance.

2.3 Data Analysis Procedure

Data analysis was conducted using the framework analysis method, through several systematic stages. The first stage is familiarization, which involves an initial review of regulatory documents, BPJPH institutional reports, and relevant academic literature to understand the context of halal certification governance in Indonesia. The second stage involves developing a thematic analytical framework based on two main categories: job design strategies (job rotation, job specialization, job enlargement, and job enrichment) and the dimensions of the Tetrapreneur model (Chainpreneur, Marketpreneur, Qualitypreneur, Brandpreneur).

The third stage is coding, which involves classifying BPJPH organizational units and their institutional functions into the predetermined analytical categories. This process was carried out by identifying the roles of each organizational unit and linking them to relevant job design strategies and Tetrapreneur dimensions. The fourth stage is categorization and mapping, which involves organizing the relationships between BPJPH's organizational structure and the study's conceptual framework in the form of an analytical matrix. The final stage is interpretative analysis, which aims to explaining how the integration of job design and the Tetrapreneur model can strengthen halal certification governance in Indonesia.

2.4 Analytical Validity

The validity of the analysis was ensured through source triangulation, involving comparing information obtained from multiple data sources, including regulatory documents, BPJPH institutional reports, and academic literature related to halal certification governance. In addition, the interpretative analysis process was conducted through academic discussions with peers to ensure the consistency of analytical reasoning and the appropriateness of the mapping between BPJPH's organizational structure and the Tetrapreneur dimensions. This approach aims to enhance the reliability of the research findings while minimizing potential interpretative bias.

3 Results and Discussion

3.1 Human Resource Management at BPJPH

Although BPJPH has established a relatively comprehensive organizational structure for the implementation of halal certification, implementation in practice still faces several governance challenges. One of the main challenges lies in the coordination among institutions involved in the halal certification process, particularly between BPJPH, Halal Inspection Bodies (LPH), and the Indonesian Ulema Council (MUI). The involvement of multiple institutional actors often leads to fragmented coordination, which can prolong the processes of verification, auditing, and the issuance of halal fatwas [21]. In addition, the distribution of human resource roles across several organizational units may also create overlaps in administrative and technical responsibilities, thereby affecting the efficiency of the certification process [22].

BPJPH faces challenges in implementing halal certification in Indonesia, particularly in relation to human resource management, suboptimal job design, and limited inter-agency collaboration [23]. Therefore, the application of the Tetrapreneur principles, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur, can provide solutions to these problems by integrating human resource management and job design more effectively [24].

BPJPH's position is regulated in BPJPH Regulation Number 1 of 2024 [25], which explains that BPJPH is a non-ministerial government agency under and responsible to the President through the minister who administers government affairs in the field of religion. BPJPH has an organizational structure consisting of several work units, each with specific responsibilities and functions to support the successful implementation of halal product certification in Indonesia. BPJPH's organizational structure consists of several levels and work units [25].

BPJPH's organizational structure consists of: (a) Head of BPJPH, (b) Deputy Head, (c) Main Secretariat, (d) Deputy for Halal Partnership and Standardization, (e) Deputy for Halal Registration and Certification, (f) Deputy for Halal Product Assurance Development and Supervision, (g) Inspectorate, (h) Data and Information Center, and (h) Center for Human Resource Development for Halal Product Assurance.

These challenges indicate that issues in halal certification are not solely related to regulatory frameworks, but also to organizational design and human resource management. In some cases, coordination among organizational units still operates in a sectoral manner, resulting in workflows that are not fully integrated into a systematic certification process chain.

Moreover, limited specialization in certain technical functions may affect the consistency of halal inspection standards. This condition suggests that optimizing job design and strengthening human resource collaboration are essential factors in enhancing the effectiveness of halal certification governance.

3.2 Job Design and Collaborative Human Resource Management at BPJPH

Job design theory is an important concept in organizational behavior, focusing on structuring jobs to improve employee motivation, performance, and well-being. In the early 20th century, job design focused on simplifying tasks to improve performance and reduce costs, influenced by Frederick Taylor's principles of scientific management [26]. Job design includes job rotation, job specialization, job enlargement, and job enrichment, which are four different strategies used in organizational settings to improve employee satisfaction, performance, and development. Each approach has unique characteristics and impacts on employees and organizations [26], [27].

Job rotation is a strategic approach in job design that aims to improve employee skills, reduce monotony, and reduce work-related risks. A meta-analysis found that job rotation is associated with increased job satisfaction, organizational commitment, and career success. It can also improve psychological flexibility and health, although its impact on physical health is more evident when compared to high-intensity work [26], [28].

Job specialization in job design is an important aspect of organizational development, affecting individual and organizational outcomes. It involves structuring jobs to focus on specific tasks or areas of expertise, which can increase efficiency and productivity. Job specialization can lead to increased efficiency as employees become experts in their specific tasks, reducing the time and effort required to perform them [29]. Job specialization has been shown to significantly influence the achievement of superordinate goals, indicating that specialized roles can align with broader organizational goals [30].

Job enlargement is a job design strategy that involves increasing the scope of work by adding more tasks or responsibilities at the same level of complexity. This approach aims to improve employee satisfaction, motivation, and performance by providing more varied and interesting work experience. Job enlargement, as part of a job enrichment strategy, has a positive impact on employees' psychological well-being and job satisfaction [27]. Job enlargement involves increasing the variety of tasks in a job to reduce monotony and increase engagement. Job enlargement has been shown to significantly improve job performance, especially in dynamic business environments [31].

Job enrichment is a job design strategy that aims to increase employees' intrinsic motivation by enhancing the meaningfulness of their work. Job enrichment has been shown to have a positive impact on individual performance by fostering a sense of responsibility and engagement. This is achieved through skill development and the provision of meaningful work [32]. By improving the quality of working life, job enrichment can have a significant impact on employee retention. Employees are more likely to stay in organizations that offer enriched job roles that encourage personal growth and development [33].

In the context of BPJPH, job rotation is carried out by transferring employees between units, for example, halal auditors from registration to certification, in order to broaden their experience and improve coordination. Job specialization divides tasks into more specific areas

so that employees become experts, such as Inspectorate auditors who focus on financial or performance audits. Job enlargement adds variety to tasks to make them more challenging, for example, the Main Secretariat staff not only manages the budget but also handles public relations. Meanwhile, job enrichment provides greater autonomy and responsibility, for example, the Head of the Halal Certification Sub-Directorate of the Directorate General of Halal Product Certification is given the authority to determine technical standards, thereby increasing motivation and job satisfaction. The job design structure at BPJPH is summarized in Table 1.

3.3 Integration of Job Design and Collaborative Human Resource Management with the Tetrapreneur Model

In the context of public sector organizations, job design does not merely function as a technical arrangement for task distribution but also serves as a strategic instrument for translating organizational vision and strategy into operational practices. Therefore, job design strategies such as job rotation, job specialization, job enlargement, and job enrichment can be understood as implementation mechanisms that support the achievement of institutional objectives. Within the Tetrapreneur framework, these job design strategies may function as managerial tools for realizing the four key dimensions: Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur. Thus, job design not only improves organizational work efficiency but also acts as a mechanism for strengthening the governance of the halal ecosystem in a more integrated manner.

Conceptually, each job design strategy is associated with a specific dimension of Tetrapreneur. Job rotation contributes to the Chainpreneur dimension by enhancing cross-functional understanding along the halal certification process chain, thereby improving coordination among organizational units. Job specialization strengthens the Qualitypreneur dimension through the development of deeper technical expertise in halal auditing, standardization, and certification verification. Job enlargement supports the Marketpreneur dimension by expanding employees' roles in administrative coordination, information management, and stakeholder engagement within the halal ecosystem. Meanwhile, job enrichment contributes to the Brandpreneur dimension by granting greater autonomy and strategic responsibility to organizational leaders in building institutional reputation and credibility as summarized in Table 2.

Based on this conceptual framework, the integration of job design and the Tetrapreneur model can serve as an analytical approach for understanding how BPJPH's organizational structure may be optimized in addressing the complexity of halal certification governance. By mapping organizational functions into the Tetrapreneur dimensions, this study demonstrates that an appropriate job design structure not only enhances operational efficiency but also strengthens coordination among institutions within the national halal ecosystem.

Table 1. Job Design and Collaborative Human Resource Management at BPJPH

No	Organizational Element	Core Job	Responsibility Primary Response	Work Methods	Work Relationships	Required Competencies
1	Head of BPJPH	Leading BPJPH, setting policies	Developing strategic direction, reporting to the President via the Minister of Religious Affairs	Strategic decision-making, cross-unit coordination	President, Minister of Religious Affairs, Deputy Head, all Deputies, Main Secretariat	Formulating strategic policies, visionary leadership, crisis management, diplomacy across ministries/institutions
2	Deputy Head	Assists the Head in leading BPJPH	Coordinating policy implementation, supervising work units	Delegation of tasks, monitoring, reporting to the Head	Head, Main Secretariat, Deputies	Coordinate across units, supervise operations, delegate tasks, monitor performance, resolve organizational conflicts
3	Main Secretariat	Administrative support & coordination	Managing planning, budgeting, organization, legal affairs, human resources, finance	Bureaucratic administration, management information systems	Head, Deputy Head, all Deputies, Data & Information Center	Public administration, budget management, human resource management, legal governance, bureaucratic services, public relations
4	Deputy for Partnerships & Halal Standardization	Formulating technical policies on partnerships & standardization	Establishing norms, standards, procedures, and halal criteria	Developing standards, supervising, and evaluating cooperation	Head, Deputy Head, domestic/foreign partners, halal inspection agencies	Developing halal standards, accrediting institutions, international communication strategies, negotiation skills, evaluating partnerships
5	Deputy for Halal Registration & Certification	Managing halal registration & certification	Verification of foreign halal certificates, auditors, supporting institutions	Document audits, field inspections, digital certification systems	Head, Deputy Head, business operators, auditors, supporting institutions	Halal audits, document verification, field inspections, digital certification system management, regulatory analysis
6	Deputy for Development & Supervision of JPH	Developing the halal ecosystem and supervising implementation	Business development, halal supervisors, laboratory supervision	Field supervision, periodic evaluation, technical guidance	Head, Deputy Head, business operators, halal inspection agencies	Developing the halal ecosystem, field supervision, quality control, facilitating business operators, technical guidance

Table 1 (continued)

7	Inspectorate	Internal supervision of BPJPH	Performance & financial audit, compliance evaluation	Audit, review, monitoring, reporting of supervision results	Head, Main Secretariat, all BPJPH units	Internal audit, risk management, compliance evaluation, preparation of oversight reports, integrity and objectivity
8	Data & Information Center	Managing data & digital systems	Data validation, integration, presentation, information security	Management of information systems, big data, cybersecurity	Head, Main Secretariat, all BPJPH units, technology partners	Data management, information validation & integration, digital system development, cybersecurity, big data analysis
9	Halal Human Resource Development Center	Developing halal human resource competencies	Training, study assignments, scholarships, technical & managerial development	Training curriculum, workshops, competency evaluation	Head, Deputy Head, Main Secretariat, training institutions, business operators	Training curriculum design, technical and managerial competency development, scholarship management, training program evaluation

Table 2. Relationship between Job Design Strategies and Tetrapreneur Dimensions

Job Design Strategy	Organizational Function	Tetrapreneur Dimension	Governance Implication
Job rotation	Cross-unit coordination	Chainpreneur	Integration of the halal certification process chain
Job specialization	Strengthening technical competence	Qualitypreneur	Consistency of halal standards
Job enlargement	Expansion of administrative roles	Marketpreneur	Improved coordination within the halal ecosystem
Job enrichment	Increased leadership autonomy	Brandpreneur	Strengthening institutional reputation

3.4 Analysis of the Mapping of the four pillars of Tetrapreneur at BPJPH

To address these governance challenges, an approach that integrates human resource management with more adaptive institutional strategies is required. One such approach is the Tetrapreneur model, which emphasizes the integration of organizational value chains, strengthened market coordination, quality assurance, and the enhancement of institutional reputation. In the context of BPJPH, the Tetrapreneur framework can be utilized as an analytical tool to understand how job design and the distribution of organizational functions can be structured more strategically to support the effectiveness of the halal certification system.

Tetrapreneur is a model that integrates four main pillars to support institutional development and governance innovation. This model is designed to utilize local resources and capabilities to drive sustainable institutional growth and community welfare [34]. The analysis of the four pillars of Tetrapreneur in BPJPH is a strategic effort to see how this institution can integrate entrepreneurial principles into halal product assurance governance. The four pillars, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur, are important foundations in building a competitive halal ecosystem [24]. Chainpreneur emphasizes the interconnectedness of the halal value chain from upstream to downstream, Marketpreneur focuses on market orientation and service expansion, Qualitypreneur ensures that product and program quality and standards are maintained, while Brandpreneur strengthens the identity and image of halal products/programs to make them attractive to the public. Through this mapping, BPJPH not only performs regulatory and certification functions but also promotes the holistic, sustainable development of halal businesses capable of competing at the global level.

Table 3. Analysis of the Mapping of the four pillars of Tetrapreneur at BPJPH

No	Dimension Tetrapreneur	Organizational Elements	Task Description	Tetrapreneur Analysis
1	Chainpreneur	Deputy for Halal Registration and Certification	Formulating and implementing various technical matters related to halal registration and certification, including verification of foreign halal certificates, halal process support institutions, and halal auditors. Developing norms, standards, procedures, and criteria for regular halal certification and self-declarations.	Managing the halal registration and certification process from start to finish
		Deputy for Halal Product Assurance Development and Supervision	Developing the halal ecosystem (business actors, halal supervisors, training institutions, auditors, halal inspection institutions). Conducting supervision of the implementation of halal product assurance, including laboratories and functional supervisory positions.	Fostering business actors and supervising the implementation of halal product assurance.

Table 3 (continued)

		Center for Halal Product Assurance Human Resource Development	Developing and implementing technical policies for human resource development. Managing training, study assignments, scholarships, and technical, managerial, and socio-cultural competency development for officials and halal business operators.	Preparing qualified human resources to ensure the process runs smoothly from start to finish with adequate competencies.
2	Marketpreneur	Main Secretariat	Providing administrative support and cross-unit coordination. Managing planning, budgeting, organization, legal affairs, human resources, public relations, procurement of goods/services, archives, and documentation.	Providing administrative support, coordination, and guidance across units.
		Data and Information Center	Manages BPJPH data and information. Collects, validates, integrates, and presents data. Develops information systems, networks, data security, and digital risk management.	Providing data, systems, and information to support all departments.
		Deputy Head	Assisting the Head in leading BPJPH. Responsible for coordinating the implementation of tasks between units and supporting the institution's strategic policies.	Assisting the Head in coordinating and collaborating between departments.
3	Qualitypreneur	Deputy for Halal Partnership and Standardization	Formulating and implementing technical policies related to halal partnerships and standardization. Developing norms, standards, procedures, and criteria. Supervising and evaluating halal cooperation domestically and internationally.	Establishing halal norms, standards, procedures, and criteria, and building partnerships for quality innovation.
		Inspectorate	Conducting internal oversight of the performance and finances of the BPJPH. Conducting audits, reviews, evaluations, monitoring, and reporting on oversight results. Developing technical oversight policies and performing special oversight functions as assigned by the Head.	Ensuring quality and accountability through internal supervision, audits, and evaluations.

Table 3 (continued)

4	Brandpreneur	Head of BPJPH	Determining the direction of BPJPH policies and strategies. Leading the implementation of the institution's duties and functions. Reporting directly to the President through the Minister of Religious Affairs. Submitting periodic and ad hoc reports related to the implementation of halal product certification.	Setting the overall direction of BPJPH policies and strategies.
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The mapping indicates that each organizational unit within BPJPH plays a strategic role in supporting different yet complementary Tetrapreneur dimensions. This approach enables a clearer division of responsibilities among organizational units, thereby minimizing the potential for overlapping functions. In addition, the mapping strengthens coordination among organizational functions within an integrated halal certification process chain. Therefore, the integration of job design and the Tetrapreneur model not only produces a conceptual mapping of BPJPH's organizational structure but also offers a strategic approach to improving the efficiency of halal certification governance.

An analysis of the four pillars of Tetrapreneur in BPJPH shows how each element of the organization has a complementary role in building a holistic halal ecosystem. In the Chainpreneur dimension, the Deputy for Halal Registration and Certification, the Deputy for JPH Development and Supervision, and the Halal Human Resource Development Center serve as the main drivers of the halal value chain from upstream to downstream. They ensure that the registration and certification processes run according to standards, that the halal ecosystem is consistently fostered and supervised, and that human resources are equipped with adequate competencies. This dimension emphasizes the importance of process continuity so that halal product assurance is not interrupted in the middle of the production chain.

Furthermore, the Marketpreneur dimension is filled by the Main Secretariat, the Data and Information Center, and the Deputy Head. These elements play a role in providing administrative support, data, and cross-unit coordination so that BPJPH is able to read trends, manage information, and expand access to the halal market. With this support, the institution can ensure data-driven, transparent, and adaptive halal policies and services to market needs.

In the Qualitypreneur dimension, the Deputy for Halal Partnership and Standardization, together with the Inspectorate, acts as the guardian of quality and accountability. They set halal norms, standards, procedures, and criteria, while also conducting internal supervision through audits and evaluations. This ensures that halal products are not only legally valid but also meet consistent and reliable quality standards.

Finally, the Brandpreneur dimension is held by the Head of BPJPH, who sets the overall direction of the agency's policies and strategies. This role is important for building the image

and reputation of BPJPH as a credible, visionary institution capable of communicating halal values to the wider community. With strong leadership, BPJPH can strengthen Indonesia's halal brand at the national and global levels. The following is a visualization of the mapping used to illustrate the relationship between roles at BPJPH and the dimensions of Tetrapreneur:

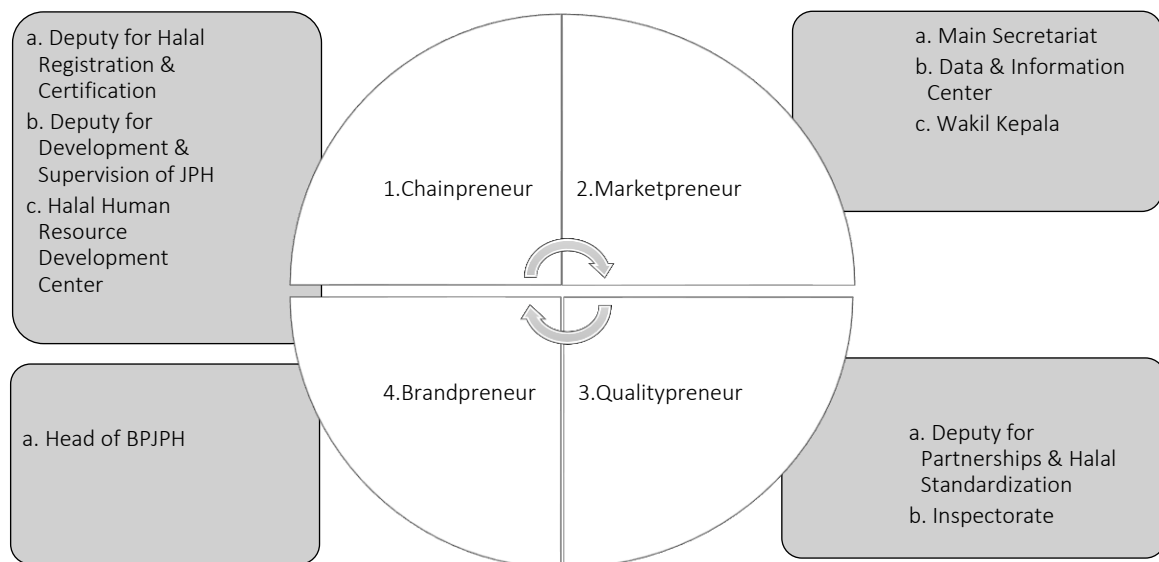


Fig.1 Visualization of the 4 Tetrapreneur dimensions at BPJPH

Overall, this mapping shows that the four pillars of Tetrapreneur, namely Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur, do not stand alone but complement each other. Chainpreneur ensures that processes run smoothly, Marketpreneur expands support and markets by strengthening internal collaboration, Qualitypreneur maintains quality, and Brandpreneur builds image. The synergy of the four pillars makes BPJPH not only a regulatory agency, but also a driving force for a competitive and sustainable halal ecosystem.

When compared with halal certification governance practices in other countries, the approach adopted by BPJPH demonstrates similarities in efforts to establish an institutionally integrated certification system. Malaysia, through the Department of Islamic Development Malaysia (JAKIM), for instance, has developed a halal certification model that integrates regulatory, auditing, and training functions within a coordinated organizational framework. This approach aims to minimize fragmentation in the certification process and ensure the consistency of halal standards [7]. The findings of this study indicate that the integration of job design and the Tetrapreneur model within BPJPH pursues similar objectives, namely strengthening institutional coordination, enhancing the specialization of technical functions, and developing a halal governance system that is more effective and adaptive to the dynamics of the global halal industry.

4 Conclusion

This study demonstrates that the effectiveness of BPJPH in administering halal certification does not depend solely on the existence of regulatory frameworks, but also on the optimization of job design and the strengthening of human resource collaboration. The four job design strategies (job rotation, job specialization, job enlargement, and job enrichment) provide a framework for enhancing employee motivation, efficiency, and performance. When integrated with the Tetrapreneur model, which consists of Chainpreneur, Marketpreneur, Qualitypreneur, and Brandpreneur, these strategies strengthen BPJPH's governance direction through the sustainable management of the halal value chain, data-driven market support, quality assurance and accountability, and the strengthening of institutional reputation at both national and global levels. The mapping of BPJPH's organizational structure into the Tetrapreneur pillars indicates that each unit plays a complementary role in building a holistic and competitive halal ecosystem.

From an academic perspective, this study contributes to the development of literature on halal industry governance by proposing an integrative approach between job design theory and the public entrepreneurship framework through the Tetrapreneur model. This integration demonstrates that human resource management and organizational design are critical factors in enhancing the effectiveness of halal certification governance. The findings of this study also provide new insights for public sector management research by illustrating how the concept of institutional entrepreneurship can be applied to strengthen the capacity of halal regulatory institutions. Therefore, the synergy between job design and the Tetrapreneur model represents an important strategy for BPJPH to address the complexity of halal certification while strengthening Indonesia's position in the global halal industry.

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