

The Role of Knowledge Management in Supporting the Competitive Advantage of Halal Culinary Businesses in Yogyakarta

Salihah Khairawati, Irton
skbhamfara@gmail.com, irtonusman@amikom.ac.id
STEI Hamfara Yogyakarta, Universitas Amikom Yogyakarta

Abstract

The culinary industry is dynamic, and the number of culinary business players is growing faster among other business sectors. This study aims to examine the role of knowledge management in supporting competitive advantage in the halal culinary business. The population in this study was halal culinary business players in Yogyakarta. Sampling was carried out using a non-probability sampling method, with sample selection based on a purposive sampling approach, where the sample was selected based on several criteria, such as halal culinary products, form of business ownership, business age, number of employees, and sales turnover. Primary data was obtained through questionnaires, and data analysis was performed with SPSS software version 25. The results of statistical tests showed that all question indicators were valid and reliable, and the determination test indicated that knowledge management contributed 65.7% to the competitive advantage. The results of the regression test showed a positive and significant influence of knowledge management on competitive advantage. This study shows that halal culinary businesses that have effectively implemented knowledge management can gain a competitive advantage. The better knowledge management is implemented, the greater the company's competitive advantage.

Keywords: knowledge management, competitive advantage, halal culinary.

Abstrak

Industri kuliner, merupakan industri dinamis dan pertumbuhan jumlah pelaku bisnis kuliner paling cepat di antara pertumbuhan bisnis sektor lainnya. Penelitian ini bertujuan untuk menguji peranan manajemen pengetahuan dalam mendukung keunggulan bersaing pada bisnis kuliner halal. Populasi dalam penelitian ini adalah pelaku bisnis kuliner halal di Yogyakarta, pengambilan sampel dilakukan dengan metode non probability sampling, penentuan sampel menggunakan pendekatan purposive sampling dimana sampel dipilih berdasarkan beberapa kriteria seperti produk kuliner halal, bentuk kepemilikan bisnis, usia bisnis, jumlah karyawan, omset penjualan. Data primer diperoleh melalui kuesioner dan analisis data dilakukan dengan software SPSS versi 25. Hasil uji statistik menunjukkan seluruh indikator pertanyaan valid dan reliabel, begitu pula uji determinasi menunjukkan kontribusi manajemen pengetahuan terhadap keunggulan bersaing sebesar 65,7%. Hasil uji regresi menunjukkan bahwa terdapat pengaruh positif dan signifikan manajemen pengetahuan terhadap keunggulan bersaing. Penelitian ini menunjukkan bahwa bisnis kuliner halal yang telah menerapkan manajemen pengetahuan dengan baik mampu untuk menciptakan keunggulan bersaing. Semakin baik manajemen pengetahuan diterapkan semakin baik pula keunggulan bersaing yang dimiliki perusahaan.

Kata kunci: manajemen pengetahuan, keunggulan bersaing, kuliner halal.

INTRODUCTION

The halal industry is one of the sectors that significantly contributes to the economy, especially in countries with large Muslim populations. The *Top Halal Index: Survey Report 2024*, titled “*Attitudes and Perceptions of Indonesian Millennials Toward Halal Products*,” notes that halal considerations are among the factors consumers consider when selecting food and beverage products. Halal culinary products have strong business potential in Indonesia, given that the majority of the population is Muslim. Therefore, the halal industry has the opportunity to become a strong pillar of the Islamic economy (Syamsiah & Ardana, 2022). Several improvements are still needed in the halal culinary industry, including infrastructure availability and human resource development, which remain major challenges.

In general, halal culinary business actors are micro, small, and medium enterprises (MSMEs) that still face various limitations (Rosa et al., 2022). The pressure on halal culinary businesses in the era of the Internet of Things (IoT) has also intensified due to increasingly digital market demands, spanning services, payment systems, marketing, and business processes. In reality, MSMEs as business entities face numerous challenges, including limited use of e-commerce and digital marketing (Trulline, 2021). In addition, several previous studies have found that MSMEs experience weak financial management and limited access to capital financing (Talip & Wasiuzzaman, 2024), limited use of information technology, restricted market access, weak marketing capabilities, and unpreparedness to face intense competition (Suryadi et al., 2018). Another common obstacle faced by MSMEs relates to human resources—including business owners, managers, production staff, and marketing personnel—which stems from inadequate knowledge and poor knowledge management practices, such as limited technical and production knowledge, limited ability to identify market needs, and limited capability in strategic thinking and planning (Prihartini & Sanusi, 2019).

Limitations in knowledge management affect business development. This was explained in the study by Humaira & Sagoro (2018), which found that knowledge management practices among MSMEs remain relatively low. Various contributing factors were identified, including differences in educational background and knowledge, business scale, and the age of micro, small, and medium enterprises, which consequently require internal actors to maintain and share knowledge (Siswanto, Herlina, & Mulyatini, 2019). The implementation of knowledge management can prevent the loss of organizational knowledge resulting from the departure of knowledgeable employees due to retirement, job transfer, or death (Suwarsi et al., 2016; Astuti & Kusumawijaya, 2012; Levallet & Chan, 2019). It is expected that implementing knowledge management will improve MSME performance, making them more competent and competitive (Trivedi & Srivastava, 2022). By collecting, storing, and sharing internal knowledge—such as employee experiences, customer data, and best practices—companies can accelerate decision-making processes and improve the quality of products and services. Small and medium enterprises (UMKM) that implement knowledge management gain benefits similar to those experienced by large companies (Webb, 2002), including improved competencies, greater efficiency in processes and procedures, enhanced decision-making, increased innovation and customer responsibility,

better knowledge sharing, and the development of sustainable competitive advantage (Davenport & Prusak, 1998).

Recent studies indicate that knowledge management (KM) in the culinary sector has historically received less academic attention than in other industries. Several papers explicitly highlight this research gap. For instance, although the knowledge-based view of the firm is well established in management literature, it has received limited attention in hospitality businesses, and this gap extends to gastronomy and culinary tourism research (Alonso et al., 2022). Similarly, other studies reveal that most restaurant research focuses on customer satisfaction and loyalty, with very few studies addressing internal competitive factors or developing knowledge-based models for restaurant businesses (Siti et al., 2016).

Although an increasing number of studies have examined aspects of knowledge management such as knowledge sharing, knowledge acquisition, and the influence of human resource practices, these studies are relatively recent and often limited in scope, focusing on specific case studies or sub-sectors within the culinary industry (Charisma et al., 2025). Some studies have begun to address knowledge management in micro-enterprises, family businesses, and digital transformation contexts; however, empirical evidence in this sector remains limited (Rezaei et al., 2022).

Overall, the literature consistently acknowledges that knowledge management in the culinary sector has not been thoroughly explored in prior research and calls for more comprehensive and systematic studies to address this gap (Siti et al., 2016). Most knowledge management research has been conducted in manufacturing, education, or technology sectors. In contrast, the culinary industry possesses unique characteristics such as menu innovation, taste standards, and operational efficiency that have not been widely explored within the context of knowledge management. This creates a research gap regarding how practices such as knowledge sharing, knowledge creation, and knowledge storage influence competitive advantage in the highly dynamic culinary sector. If knowledge management is properly implemented or new knowledge is substantially created, it may not only improve productivity but also inspire creativity.

METHOD

This study employed a quantitative research approach to obtain measurable data with descriptive and correlational characteristics (Ali, 2022). The data used in this study were primary, collected through questionnaires distributed to several key respondents. The research was conducted on halal culinary business actors, including restaurants and eateries located in the Special Region of Yogyakarta. Considering the nature and size of the population, the sampling method used in this study was a non-probability sampling approach with a judgment sampling technique. Judgment sampling was selected because the information needed to address the research problem could only be obtained from a specific number or category of individuals possessing limited but relevant information (Sekaran & Bougie, 2016, p. 255). Therefore, specific criteria were required. The criteria established for the research sample were as follows:

- a) The culinary business has been operating for more than three years.
- b) The culinary business has a legal business status (business license, business identification number, or company registration certificate).
- c) The culinary business employs at least five employees.
- d) The culinary business operates in the halal culinary sector (restaurants and eateries) that produce halal food products.

The respondents in this study comprised 160 culinary business owners or managers responsible for halal culinary operations. The questionnaire was divided into four sections. The first section contained respondents' demographic data. The second section included questions on the research variables: knowledge management and competitive advantage. The third section consisted of questions about halal culinary business managers' perceptions of knowledge management. The indicators used to measure the constructs were derived from several prior studies, with modifications to align them with the objectives of this research. Measurement was conducted using a Likert scale with the following range: 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = strongly agree. Data analysis was carried out using SPSS software and included several statistical tests, namely validity testing, reliability testing, simple regression analysis, coefficient of determination testing, and hypothesis testing.

RESULT AND DISCUSSION

Respondent Description

The results of the respondents' demographic data analysis are presented in the following table:

Table 1. Table of Culinary UKM Locations

No	Business Location	Number	Percentage
1	Yogyakarta City	57	35,6 %
2	Sleman Regency	44	27,5 %
3	Bantul Regency	51	31,9 %
4	Gunung Kidul Regency	4	2,5 %
5	Kulon Progo Regency	4	2,3 %
		160	100%

Source: Processed Data (2025)

. Based on the results of the questionnaire distribution, 57 culinary UKM, or 35.6%, were located in Yogyakarta City. In comparison, the remaining 103 UKM, or 64.4%, were located in the Yogyakarta region, namely Bantul, Sleman, Gunung Kidul, and Kulon Progo.

Table 2 Table of Culinary UKM Business Age

No	Bussines Age	Number	Percentage
1	3-5 years	52	32,5 %
2	6-10 years	76	47,5 %
3	11-15 years	12	7,5 %
4	>15 years	20	12,5 %
		160	100%

S Source: Processed Data (2025)

Based on the data presented in Table 2, 52 culinary UKM or 32.5%, had been operating for 3–5 years. Meanwhile, 76 culinary UKM, or 47.5%, had operated for 6–10 years, and 20 UKM, or 12.5%, had been operating for more than 15 years. This indicates that business sustainability exists among the UKM in the sector, although the number remains relatively small.

Tabel 3 Tabel of UKM Based on Business Ownership

No	Kepemilikan Usaha	Number	Percentage
1	Individual Ownership	70	43,75 %
2	Partnership	15	9,38 %
3	Family-Owned	65	40,62 %
4	Franchise	10	6,25 %
		160	100%

Source: Processed Data (2025)

Based on the UKM ownership data, 43.75% (70 UKM) were individually owned, 9.38% (15 UKM) were partnership-owned, 6.25% (10 UKM) were franchises, and 40.62% (65 UKM) were family-owned businesses. This indicates that a large number of culinary UKM are individually owned businesses.

Tabel 4: Table of UKM Based on Number of Employees

No	Number of Employees	Number	Percentage	Business Scale
1	5 employees	2	1,25 %	Small
2	6-15 employees	94	58,75 %	Small
3	16-30 employees	36	22,5 %	Small
4	>30 employees	28	17,5 %	Medium
		160	100%	

Source: Processed Data (2025)

Based on the number of employees working in the culinary UKM, 94 UKM, or 58.75%, employed between 6 and 15 workers, while 36 UKM, or 22.5%, employed between 16 and 30 workers. Meanwhile, 28 UKM, or 17.5%, employed more than 30 workers.

Tabel 5. UKM Based on Monthly Sales Turnover

No	Monthly Sales Turnover	Number	Percentage	Business Scale
1	25.000.000	2	1,25 %	Small
2	26.000.000 - 40.000.000,-	46	28,75 %	Small
3	41.000.000 -60.000.000,-	44	27,50 %	Small
4	61.000.000 - 90.000.000	68	42,50 %	Medium
		160	100%	

Source: Processed Data (2025)

Based on monthly sales turnover, 68 UKM, or 42.5%, generated turnover between IDR 61,000,000 and IDR 90,000,000. Meanwhile, 2 UKM, or 1.25%, had a monthly

turnover of approximately IDR 25,000,000. The remaining 90 UKM generated monthly turnover ranging from IDR 26,000,000 to IDR 60,000,000.

Respondent Answer Analyses

Table 6 presents respondents' assessments of the research variables, including both the independent variable (knowledge management) and the dependent variable (competitive advantage). The figures indicate how respondents generally perceived these variables. The calculation results were obtained through the *Descriptive Statistics Analysis* menu using SPSS version 25.

Tabel 6. Respondents' Assessment of Knowledge Management

Variable	Statement Item	Mean Score
X1	Our restaurant/eatery frequently collects information from employees, customers, and other parties to improve business processes and support business development.	4.81
X2	Our restaurant/eatery encourages employees and customers to provide suggestions or feedback for business improvement and development.	4.91
X3	Our restaurant/eatery collects information on external conditions in the culinary industry to gain insights into future trends, opportunities, and challenges.	4.94
X4	Our restaurant/eatery maintains daily records, manuals, or databases as sources of information and references that employees can use in their work.	4.98
X5	Our restaurant/eatery has scheduled activities to share information and knowledge with employees, enhancing their understanding.	4.94
X6	Our restaurant/eatery periodically prepares reports and communicates the company's progress and achievements to employees.	4.85
X7	The owner/manager strives to ensure an equal distribution of knowledge and skills among the restaurant/eatery employees.	4.59
X8	Employee turnover (due to retirement, resignation, illness, death, or other reasons) within the company does not result in the loss of important knowledge or skills.	4.92
X9	Our restaurant/eatery has a data storage system (database) that stores experiences and knowledge for future use.	4.86
X10	Our restaurant/eatery has procedures for submitting employee suggestions or proposals.	4.91

X11	Our restaurant/eatery utilizes information and knowledge to respond to market opportunities and business opportunities.	4.89
X12	Our restaurant/eatery often solves problems through teamwork.	4.76
X13	Our restaurant encourages employees to solve problems using the knowledge they have	4.53
X14	Our restaurant encourages its employees to take control of and be responsible for their work	4.80
X15	Our restaurant gives employees the authority to make decisions within their respective areas of work	4.99
X16	Our restaurant builds networks and cooperates with external parties (other organizations) to acquire and improve knowledge, for example, through training, knowledge sharing, mentoring, etc	4.97
X17	Our restaurant considers customer suggestions and feedback to improve its products or services.	4.82
X18	Our restaurant provides training and coaching to its employees	4.95
X19	Our restaurant documents its business processes in manuals, guidelines, or quality standards, either manually or in computerized form	4.93

Source: Processed Primary Data (2025)

. The average respondent score for the knowledge management indicators is above 4, indicating that respondents agree with the statements. The indicator with the highest score in the knowledge management variable is the statement that culinary UKM managers or owners give employees the authority to make decisions according to their respective areas of work, with a score of 4.99. Meanwhile, the indicator with the lowest score, at 4.53, is the statement that problem-solving in work is carried out by applying relevant knowledge.

Tabel 7. Respondents' assessment of competitive advantage

Variable	Statement Item	Mean Score
Y1	The culinary products from our restaurant are valuable to consumers	5.18
Y2	The service our restaurant provides is valuable to consumers.	5.32
Y3	The innovations we make in our culinary products, services, and the image of our restaurant are valuable to consumers	5.13

Y4	Our restaurant has a distinctive characteristic that competitors cannot replicate	5.19
Y5	The culinary products made by our restaurant provide added value for consumers	5.28
Y6	The culinary products made by our restaurant are different from those of competitors.	5.19
Y7	The value delivered by our restaurant is different from that of its competitors	5.16
Y8	Competitors' products cannot substitute the culinary products we produce.	5.14
Y9	Competitors' services cannot replace the services we provide.	4.93
Y10	Citra/ image yang diciptakan oleh Restoran/rumah makan kami tidak dapat digantikan oleh citra perusahaan pesaing.	5.04

Source: Processed Primary Data (2025)

The average respondent assessment of the competitive advantage indicators was above 5, indicating strong agreement with the questionnaire statements. Based on the respondents' answers in Table 7, the highest mean score was for the aspect of restaurant/eatery services being valuable to consumers, at 5.32. Meanwhile, the lowest assessment of competitive advantage was shown in the aspect stating that the services provided by culinary UKM could not be replaced by competitors' services, with a mean score of 4.93.

Validity Test

The validity test was conducted by comparing the calculated r-value with the r-value from the r-table. With a total of 160 respondents and a significance level of 5%, the r-table value obtained was 0.155. To determine whether the research indicators met the validity criteria, the calculated r-value had to exceed the r-value in the r-table. The results of the validity test are presented in Table 6 below:

Table 6. Validity Test Results

No	Indicator	R table	R calculated
1	X.1	0.155	0.592
2	X.2	0.155	0.590
3	X.3	0.155	0.603

4	X.4	0.155	0.614
5	X.5	0.155	0.591
6	X.6	0.155	0.569
7	X.7	0.155	0.417
8	X.8	0.155	0.587
9	X.9	0.155	0.571
10	X.10	0.155	0.556
11	X.11	0.155	0.584
12	X.12	0.155	0.604
13	X.13	0.155	0.320
14	X.14	0.155	0.597
15	X.15	0.155	0.631
16	X.16	0.155	0.624
17	X.17	0.155	0.649
18	X.18	0.155	0.599
19	X.19	0.155	0.591
20	Y.1	0.155	0.721
21	Y.2	0.155	0.700
22	Y.3	0.155	0.725
23	Y.4	0.155	0.713
24	Y.5	0.155	0.727
25	Y.6	0.155	0.716
26	Y.7	0.155	0.744
27	Y.8	0.155	0.753
28	Y.9	0.155	0.777
29	Y.10	0.155	0.361

Source: Processed Primary Data (2025)

Reability Test

From Table 7, it can be seen that for variable X, there were 19 questionnaire items with a Cronbach's Alpha of 0.941. In contrast, for variable Y, there were 10 items with a Cronbach's Alpha of 0.877. Since the Cronbach's Alpha values for both variables were greater than 0.600, it can be concluded that all questionnaire items were reliable or internally consistent. The results of the reliability test are presented in the following table:

Table 7. Reliability Test Results

Variabel	Cronbach's Alpha	N of Items
X	0.941	19
Y	0.877	10

Source: Processed Primary Data (2025)

Normality Test

The normality test was conducted to determine whether the data were normally distributed. The test was performed using the *One-Sample Kolmogorov–Smirnov Test*, and the results are presented in Table 8 below:

Tabel 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		160
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.62080528
Most Extreme Differences	Absolute	.068
	Positive	.060
	Negative	-.068
Test Statistic		.068
Asymp. Sig. (2-tailed)		.066 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test, the significance value was $0.066 > 0.05$. Therefore, the residual values were normally distributed.

Regression Test

The regression test was conducted to examine the effect of a single independent variable on a single dependent variable. This test aims to measure the relationship between the two variables, predict the value of the dependent variable from the independent variable, and test the hypothesis about that relationship.

Table 9. Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	7.804	2.531		3.083	.002
	TOTALX	.473	.027	.810	17.381	.000

Dependent Variable: TOTALLY

From Table 9, the regression equation can be explained as follows: $Y = 7.804 + 0.473X$. This means that every 1% increase in knowledge management yields a 47.3% increase in competitive advantage. The direction of the effect indicates that knowledge management positively influences competitive advantage.

Determination Test

The coefficient of determination is a statistical measure used to assess the extent to which the independent variable explains variation in the dependent variable. The results of the coefficient of determination test in this study, as shown in Table 10, indicate a coefficient of determination of 0.657. This means knowledge management contributes 65.7% to competitive advantage.

Table 10. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.810 ^a	.657	.654	3.63225

a. Predictors: (Constant), TOTALX

Hipotesis Test

The hypothesis test, or significance test, is used to determine whether the regression coefficient is significant. The hypothesis test was conducted by comparing the significance value from the statistical test with a 0.05 significance level, or by comparing the calculated t-value with the t-table value. The results of the hypothesis test showed a p-

value of 0.00, which is less than 0.05, and a calculated t-value of 17.181, which exceeds the critical t-value of 1.975. Based on the t-table value and significance value obtained in this study, the null hypothesis was rejected, and the alternative hypothesis was accepted. This means the hypothesis that knowledge management plays a positive and significant role in competitive advantage is accepted. In other words, implementing knowledge management in halal culinary UKM can help achieve a competitive advantage.

This study reinforces the findings of Mohammed et al. (2023), who, through a review of various literature, explained how knowledge management plays a crucial role in achieving competitive advantage. An organization must integrate knowledge into its business processes. To achieve progress beyond its competitors, managers must prioritize knowledge acquisition, and adopting a comprehensive knowledge management program is considered critical for achieving and sustaining long-term competitive advantage. In their study, Rehman et al. (2022) explained that knowledge management contributes positively to competitive advantage. Likewise, the study conducted by Wijaya and Suasih (2020) on UKM showed a positive and significant effect of knowledge management on competitive advantage. Business organizations that implement knowledge management effectively will improve their competitive capabilities. Knowledge management has received increasing attention from researchers and practitioners because it significantly influences a company's sustainability and prosperity (Migdadi, 2022). Knowledge management is also considered a factor that improves organizational performance in Italy (Giampaoli et al., 2017).

This study is also consistent with the findings of Nuryanti and Anderas (2017) regarding the effect of knowledge management on performance and competitive advantage among food manufacturing businesses in Riau. Their results showed that knowledge management has a positive and significant effect on competitive advantage. Managing knowledge within a company is important, and effective knowledge management contributes to the competitive advantage of food manufacturing businesses. The similarity between the findings of this study and several previous studies indicates that there are common characteristics in the types of businesses examined, namely, businesses

operating in the food sector, where knowledge management is an important practice that supports the achievement of competitive advantage.

As business organizations face numerous challenges, halal culinary businesses need to pay attention to the *information acquisition* dimension by gathering knowledge, which is considered one of the important dimensions of knowledge management within organizations (Rasid et al., 2022). This effort contributes to the organization becoming more open, ready, and willing to accept input or ideas from both internal and external sources. The culinary business is highly dynamic, with trends changing rapidly and competition intense. Therefore, business organizations require up-to-date information related to the culinary industry environment. Uriarte (2008) emphasized the importance of knowledge in enhancing company operations to achieve competitive advantage, improve performance, and increase profits. Knowledge management is an asset that can be managed to enable communication and sharing among human resources.

Knowledge management practices such as documentation and knowledge dissemination are intended to prevent the loss of knowledge due to employee retirement, resignation, or inactivity. Timotius (2017) stated that employee knowledge is the greatest asset within a company. Therefore, efforts to manage knowledge are needed to ensure its preservation within the organization. Culinary MSME managers need to ensure knowledge transfer from one employee to another, especially when employees plan to leave the company, and should also strive to prevent knowledge loss resulting from workforce reductions.

The analysis of respondents' answers regarding the aspect of knowledge management that received the highest rating, namely 4.99 on a scale of 1–6, indicates that restaurants or eateries grant employees the authority to make decisions within their respective fields of work. Managers of halal culinary MSMEs place their trust in employees to make decisions within their responsibilities. Managers and owners of halal culinary MSMEs grant employees the authority and trust to decide matters entrusted to them in accordance with their job responsibilities. This flexibility fosters a sense of responsibility and trust, as argued by Al Ahababi et al. (2019) in their study.

The trust and authority granted to employees are driven by the confidence among managers or owners of culinary UKM that each employee already possesses a good understanding of their duties and sufficient knowledge to carry out their responsibilities. Providing employees with the authority and responsibility to make decisions related to their work is accompanied by guidance and training. The respondents' assessment of these empowerment efforts obtained a relatively high score of 4.95 on a scale of 1–6, indicating that managers or owners of culinary UKM strive to optimize the application of knowledge by empowering employees.

The knowledge management implementation that still needs attention concerns the role of knowledge in problem-solving, which culinary MSMEs have not fully applied. This is reflected in the lowest score of 4.53. Many culinary MSMEs still solve problems by relying on experience. If previous methods or approaches successfully resolved problems, the same approaches continue to be used. Efforts to document tacit knowledge have also not been fully implemented. There is still a tendency among culinary MSMEs to have poorly managed documentation systems, in which tacit knowledge remains stored in individuals' minds. When employees leave, they take organizational knowledge with them, as explained by Suwarsi (2016) and Astuti & Kusumawijaya (2012) in their studies.

Culinary businesses often face operational difficulties when cooks, chefs, or other key kitchen staff resign or become inactive for various reasons, and the organization lacks important documents or critical knowledge from these individuals. Several culinary UKM owners explained that when employees possessing specialized expertise—such as chefs who master cooking recipes, purchasing staff who maintain supplier information and relationships, or marketing staff who have business networks and partnerships—leave the company, it becomes highly problematic if such knowledge has not been documented or disseminated to other employees. In addition, knowledge management improves operational efficiency by documenting standard recipes, halal standard operating procedures (SOPs), and industry best practices. Product quality consistency can be maintained even with employee turnover. Ultimately, knowledge management not only ensures compliance with halal standards but also strengthens reputation, builds customer trust, and creates sustainable added value for halal culinary businesses.

Islam is a religion of knowledge. As explained by Ziauddin Sardar (1993), based on the Qur'an, Surah Al-Baqarah, verses 30–33, Islam regards knowledge as a gift from Allah to humankind, serving as guidance and a reference for every theoretical effort to elaborate the Islamic paradigm. Knowledge is intrinsically related to the fundamental concept of *taklif*, as formulated in the Qur'an and the Hadiths of the Prophet, in shaping the worldview of Muslims across all aspects of individual belief, social behavior, and the cultural sphere. Prophet Muhammad (peace be upon him) encouraged the pursuit of knowledge, as stated in his saying: *“Indeed, the scholars are the heirs of the prophets”* (HR. Imam Shadiq).

From an Islamic perspective, knowledge management is deeply rooted in the faith's emphasis on the pursuit, preservation, and dissemination of knowledge as both a religious and ethical obligation. The Qur'an and Hadith encourage Muslims to seek knowledge for personal and social development, viewing knowledge as a means of attaining worldly success and spiritual fulfillment (Rafki, 2022). Scholars emphasize that knowledge management in Islam is not merely about managing information, but also about aligning knowledge processes with Islamic values such as sincerity (*ikhlas*), trustworthiness (*amanah*), and the intention to benefit humanity and seek the pleasure of Allah (Esmacili & Mirzaee, 2021).

From an Islamic perspective, this may offer a different viewpoint compared to other religions. Islam encourages individuals and organizations to implement knowledge management to enhance competence and personal or organizational development. This has been highlighted and emphasized in Qur'anic verses as well as the opinions of Muslim scholars. Knowledge management in Islam also emphasizes integrating spiritual, ethical, and rational dimensions, ensuring that knowledge is beneficial, widely disseminated, and applied for the common good.

This holistic approach distinguishes Islamic knowledge management from secular models by prioritizing moral and transcendent objectives alongside organizational goals. Islamic civilization has demonstrated that systematic knowledge management practices can bring about a glorious civilization and achieve excellence. The relevance of knowledge management to achieving excellence is not only explained in theory but also supported by

findings from previous research and by practices documented throughout history and across civilizations.

From a Sharia perspective, halal culinary businesses involve the systematic creation, organization, dissemination, and application of knowledge to ensure that all business processes comply with Islamic principles. In this context, knowledge is not only treated as an organizational asset but also as an *amanah* (trust) that must be managed with integrity, transparency, and accountability. The first component involves acquiring accurate, Sharia-compliant information on raw materials, suppliers, halal certification, hygiene standards, and production procedures. This knowledge helps companies maintain halal integrity throughout the value chain and prevent contamination, fraud, or the misuse of non-halal ingredients. From a Sharia perspective, knowledge management emphasizes traceability and transparency.

Companies must clearly document the origin of ingredients, verify supplier credibility, maintain halal audit records, and ensure continuous monitoring. This supports the objectives of *maqāṣid al-shari'ah* in protecting religion, life, and property by providing consumers with food that is safe, halal, and ethically produced. Ethical knowledge is equally important, encompassing proper business conduct, fair transactions, customer service values, and social responsibility, all of which strengthen trust and uphold Islamic ethical norms.

Knowledge sharing also plays an important role. A culture of collaboration rooted in *ukhuwah* (brotherhood) encourages employees to exchange ideas, solve problems collectively, and sustain continuous improvement in accordance with Sharia principles. Technology further enhances halal knowledge management by enabling the digital storage of standard operating procedures (SOPs), halal certification archives, procurement databases, and e-learning modules. These systems make knowledge easily accessible and support consistent compliance. Ultimately, by embedding knowledge management within a Sharia framework, halal culinary businesses can strengthen product quality, improve operational efficiency, build consumer trust, and sustain long-term competitive advantage while upholding Islamic values throughout their business operations.

Knowledge management plays an important role in ensuring the sustainability, quality, and competitiveness of the halal culinary industry in the modern era. This industry not only demands delicious and creative products but also requires strict compliance with halal standards, hygiene, and transparency in production processes. Through knowledge management, business actors can identify, collect, document, and share all relevant information on raw materials, production processes, certification standards, and Muslim consumer preferences. In this way, knowledge is not merely retained by certain individuals but becomes an organizational asset that can be consistently accessed and utilized.

In the context of business competition, knowledge management enables companies to carry out continuous innovation based on market insights and customer feedback. Information on healthy food trends, halal fast food, and taste preferences across consumer segments can be used to develop more effective menu strategies. This allows companies to become more adaptive in responding to market changes. Islamic civilization has demonstrated that systematic knowledge management practices can bring about a glorious civilization and achieve excellence. The relevance of knowledge management to achieving excellence is not only explained in theory but also supported by findings from previous research and by practices recorded throughout history and across civilizations.

CONCLUSION

The findings of this study reinforce the Resource-Based View (RBV) and Knowledge-Based View (KBV) theories, which essentially state that knowledge is a strategic resource. In the dynamic culinary industry, culinary business actors need to place knowledge in an important position as a primary necessity rather than merely an option. Knowledge is the most important and difficult-to-imitate resource that can create sustainable competitive advantage for companies. Business success depends not only on capital, raw materials, or technology but also on the company's ability to manage, create, and utilize knowledge.

In halal culinary businesses, knowledge functions as a primary asset in creating value, as capital for innovation, as a source of competitive advantage that is difficult to imitate, and as a means of increasing customer trust, considering that effective knowledge management encourages the achievement of competitive advantage, managers of halal

culinary businesses must establish mechanisms for the collection, storage, and distribution of knowledge, as well as develop business innovations derived from knowledge. They must also utilize knowledge as the basis for decision-making and remain open to new knowledge originating from external sources. The halal industry has unique characteristics, particularly the importance of Sharia compliance and consumer trust. Future research should examine the integration of knowledge management with halal values, including knowledge sharing on halal standards, certification, food safety, and consumer trust.

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