

Building Business Independence: A Creative Business Workshop for the Indonesian Migrant Community in Malaysia

Hendrata Yudha Wardana ^{a*}, Abd. Rahim Arsyad ^b, Muhammad Arsyadillah Surya ^c, Ade Anastasya Surya ^d, Putri Rosmala Dewi ^e, Ismail bin Omar ^f, Nurul Ulfa Kunia Annisa ^g, M. Zazili Mustofa ^h

^{a*,c,d} Program Study of Islamic Economics, Sekolah Tinggi Ekonomi dan Bisnis Islam Lampung, Pesawaran Regency, Lampung Province, Indonesia.

^{b,f,h} Master of Islamic Economics, Sekolah Tinggi Ekonomi dan Bisnis Islam Lampung, Pesawaran Regency, Lampung Province, Indonesia.

^e Program Study of Sharia Economic Law (Muamalat), Sekolah Tinggi Ekonomi dan Bisnis Islam Lampung, Pesawaran Regency, Lampung Province, Indonesia.

^f University of Geomatika Malaysia, Kuala Lumpur, Federal Territory of Kuala Lumpur, Malaysia.

ABSTRACT

This International Community Service (PKM) activity aims to increase the economic independence of the Indonesian migrant community, which is part of the Persatuan Anak Rantau Indonesia (PARI) in Malaysia, through a creative business workshop based on community empowerment. This program is motivated by the still limited entrepreneurial literacy, structured business planning, and economic networking among community members. The activity is organized by the ASEAN Academic Association (ASEANACA) under the auspices of the Lampung Islamic College of Economics and Business (STEBI), using a participatory approach based on partners' needs. The materials cover identifying micro-business opportunities, developing a Business Model Canvas, digital marketing strategies, and financial management based on Islamic economic principles. The implementation methods include interactive workshops, group discussions, and mentoring in business plan development. The outputs include draft business plans, training modules, increased entrepreneurial literacy, and the inauguration of the PARI Kuala Lumpur management as a form of community institutional strengthening. This program is expected to encourage the formation of productive community-based businesses and strengthen the economic network of the Indonesian diaspora in Malaysia.

ABSTRAK

Kegiatan Pengabdian kepada Masyarakat (PKM) Internasional ini bertujuan meningkatkan kemandirian ekonomi komunitas migran Indonesia yang tergabung dalam Persatuan Anak Rantau Indonesia (PARI) di Malaysia melalui workshop bisnis kreatif berbasis pemberdayaan masyarakat. Program ini dilatarbelakangi masih terbatasnya literasi kewirausahaan, perencanaan bisnis terstruktur, serta jaringan ekonomi di antara anggota komunitas. Kegiatan diselenggarakan oleh ASEAN Academic Association (ASEANACA) di bawah naungan Sekolah Tinggi Ekonomi dan Bisnis Islam (STEBI) Lampung dengan pendekatan partisipatif sesuai kebutuhan mitra. Materi meliputi identifikasi peluang usaha mikro, penyusunan Business Model Canvas, strategi pemasaran digital, serta manajemen keuangan berbasis prinsip ekonomi Islam. Metode pelaksanaan mencakup workshop interaktif, diskusi kelompok, dan pendampingan penyusunan rencana bisnis. Luaran kegiatan meliputi draf rencana bisnis peserta, modul pelatihan, peningkatan literasi kewirausahaan, serta pelantikan pengurus PARI Kuala Lumpur sebagai penguatan kelembagaan komunitas. Program ini diharapkan mendorong terbentuknya usaha berbasis komunitas yang produktif dan memperkuat jaringan ekonomi diaspora Indonesia di Malaysia.

ARTICLE HISTORY

Received 9 February 2026
Accepted 25 February 2026
Published 1 March 2026

KEYWORDS

Sharia Economy; Migrant Workers; Entrepreneurship; Community Empowerment; Business Literacy.

KATA KUNCI

Ekonomi Syariah; Pekerja Migran; Kewirausahaan; Pemberdayaan Masyarakat; Literasi Bisnis.

1. Introduction

Labor migration is a global phenomenon that significantly contributes to the economic development of both countries of origin and destination. The World Migration Report shows that migrant remittances are a significant source of foreign exchange for many developing countries (IOM, 2022). Indonesia, as one of the largest migrant worker-sending countries in Southeast Asia, has a high concentration of Indonesian citizens (WNI) in Malaysia (World Bank, 2023). Over the past two decades, Malaysia has remained a primary destination for Indonesian migrant workers due to its geographic proximity, cultural similarities, and employment opportunities in both the formal and informal sectors. According to data from the Indonesian Migrant Workers Protection Agency (BP2MI) and the Indonesian Embassy in Kuala Lumpur, millions of Indonesian citizens work across the plantation, construction, manufacturing, domestic, and other informal sectors — a situation that reflects both the enormous economic potential and the social challenges faced by the Indonesian migrant community.

Despite this potential, various studies show that migrant workers tend to face limited access to financial literacy and entrepreneurship, preventing their economic capacity from developing optimally (Atmadja & Saputra, 2018; Rahman & Lestari, 2021). Low entrepreneurial literacy results in weak business planning, financial management, and marketing strategies (OECD, 2020). At the regulatory level, the empowerment of Indonesian migrant workers is affirmed in Law No. 18 of 2017 concerning the Protection of Indonesian Migrant Workers, which mandates capacity building and economic empowerment. Law No. 20 of 2008 concerning MSMEs further emphasizes the importance of developing micro-enterprises as a pillar of the people's economy. From the perspective of Islamic economics, business independence is part of the principle of *al-tamkin al-iqtisadi* — the strengthening of the people's economy — which encourages productivity, sustainability, and equitable distribution of welfare (Chapra, 2000). Strengthening organization-based communities has likewise been proven to increase social capital and economic collaboration (Putnam, 2000).

At the diaspora community level, several challenges remain: (1) low literacy in entrepreneurship and business management; (2) minimal understanding of systematic business planning; (3) limited access to digital marketing information and business networks; and (4) suboptimal community institutional strengthening as a basis for economic empowerment. Communities such as the Persatuan Anak Rantau Indonesia (PARI) in Kuala Lumpur hold strategic potential as a platform for social and economic consolidation of the diaspora, yet without strengthening individual and organizational capacity, that potential cannot fully develop into a sustainable collective economic force. Based on this empirical and regulatory foundation, this International PKM activity is designed to increase entrepreneurial literacy, strengthen business networks, and consolidate institutions through the inauguration of the PARI Kuala Lumpur management as a basis for community economic empowerment.



Figure 1. The Community Service Team implemented the International PKM in Malaysia.

Source: PKM documentation, 2026.

2. Methodology

This International Community Service (PKM) activity was implemented using a participatory, community-based empowerment approach. This approach was chosen because of the characteristics of the partner, the Persatuan Anak Rantau Indonesia (PARI) Kuala Lumpur, which requires a collaborative, contextual intervention model oriented to the real needs of its members. The participatory method allows community members not only to participate but also to play an active role in identifying potential, formulating solutions, and designing business development steps that are appropriate to their social and economic conditions in Malaysia. This method is designed not only to transfer knowledge, but also to encourage the active involvement of participants in designing their own businesses and strengthening community organizations as a basis for the sustainability of the program.

The implementation of this International PKM program was designed through several systematic, interrelated stages — preparation, implementation, evaluation, and follow-up — to ensure that activities do not stop at mere knowledge transfer but rather generate measurable and sustainable impacts for the partner community. In the preparation phase, initial coordination was conducted with PARI Kuala Lumpur to agree on program needs, activity formats, and implementation techniques. The PKM team also developed training modules, FGD instruments, and activity evaluation tools, as well as identifying participant profiles and mapping community business potential as a basis for designing contextual workshop materials. In the implementation phase, the activity began with a Focus Group Discussion (FGD) involving an estimated 10–15 informants consisting of PARI's core management, active members, and representatives with business interests or experience. The discussion was conducted in a semi-structured manner to explore business challenges, local market opportunities, and relevant training needs, with the results serving as the basis for developing workshop materials.



Figure 2. The STEBI Lampung team held a Focus Group Discussion (FGD) on Business Independence: Creative Business Workshop for the Indonesian Migrant Workers Community (PARI) in Malaysia.

Source: PKM documentation, 2026.

The core activity, the Creative Business Workshop, was held on February 6, 2025, in Kuala Lumpur, Malaysia, attended by an estimated 25–40 PARI members from both formal and informal employment backgrounds, including small entrepreneurs and community members with an interest in business. The workshop was designed interactively through a combination of participatory lectures, group discussions, Business Model Canvas (BMC) simulations, and presentations of participants' business plans, covering topics such as identifying micro-scale creative business opportunities, simple digital marketing strategies, and business financial management based on Islamic economic principles. As part of the community's institutional strengthening, the inauguration of the PARI Kuala Lumpur management was also held on the same day as a form of organizational consolidation and legitimacy of the community's leadership structure, given that the sustainability of economic empowerment programs requires a clear organizational structure and legitimacy of community leadership.

In the evaluation phase, reflection sessions with participants, completion of feedback forms, and assessment of business plans developed during the workshop were conducted to measure improvements in entrepreneurial understanding, business readiness, and participants' responses to the training materials and methods provided. In the follow-up phase, the PKM team encouraged the formation of a communication network among PARI members to share business information and collaboration opportunities. The inaugurated PARI administrators are expected to play an active role in initiating follow-up activities such as regular entrepreneurship meetings or independent business mentoring, ensuring that this program is not just a one-day event, but rather the beginning of strengthening the community-based entrepreneurial ecosystem within the Indonesian diaspora in Malaysia.



Figure 3. The STEBI Lampung team attended the inauguration of PARI Kuala Lumpur.

Source: PKM documentation, 2026.

3. Results

The implementation of the International Community Service Program (PKM) in Kuala Lumpur on February 6, 2025, resulted in a number of measurable achievements, both in terms of individual capacity building and community institutional strengthening. Evaluation was conducted through Focus Group Discussions (FGDs), participatory observation during the workshop, and the completion of pre- and post-activity assessment sheets (simple pre- and post-tests based on participants' perceptions and understanding). These results are based on four previously formulated research questions.

3.1 Level of Understanding and Entrepreneurial Skills of the PARI Kuala Lumpur Community

Entrepreneurial understanding was enhanced through a participatory approach that combined contextual discussions and business opportunity identification simulations. In the initial phase (pre-workshop FGD), most participants expressed interest in entrepreneurship but were unable to identify business opportunities that suited local market conditions in Malaysia. Many participants were still focused on conventional businesses without analyzing market needs. After the workshop, there was a significant change in the participants' ability to map business opportunities based on the needs of the community and the surrounding environment, such as Indonesian culinary businesses with a pre-order system, Indonesian product consignment services, and community-based digital services.

Table 1. Comparison of Levels of Understanding of Business Opportunity Identification (Pre and Post Workshop)

Indicators	Pre Workshop (%)	Post Workshop (%)
Understanding the concept of market-driven business opportunities	40%	83%
Able to identify at least one realistic business opportunity	37%	87%
Understanding the importance of a simple business environment analysis	33%	80%
Confidence in starting a business	45%	85%

Source: Data is processed, 2026

Data showed an average increase in understanding of approximately 45% after the workshop. Qualitatively, participants also demonstrated a shift in mindset from simply "wanting to try" to "having a more focused and realistic vision of the business." Group discussions helped participants see that business opportunities don't always require large capital but can be initiated through the potential of existing community networks. Thus, the increase in understanding and entrepreneurial skills does not only occur in the theoretical aspect, but also in the practical ability to identify business opportunities that are relevant to the context of the lives of the Indonesian diaspora in Kuala Lumpur.

3.2 Building the Ability to Prepare Simple Business Plans

Business planning skills were developed through a Business Model Canvas (BMC) simulation tailored to the context of community micro-enterprises. Prior to the workshop, most participants had never developed a written business plan and lacked an understanding of basic components such as market segmentation, value proposition, and cost structure. Business financial management was also still intertwined with personal finances, and basic principles of Islamic economics — such as transparent record-keeping and the avoidance of usury — were not yet considered. During the workshop, participants were divided into small groups to develop a simple business plan. The PKM team provided direct guidance in completing the nine elements of the BMC, designing a community-based social media marketing strategy, and introducing simple cash flow-based financial accounting in accordance with Sharia principles. The evaluation results show an increase in participants' understanding and skills in compiling business plans more systematically.

Table 2. Comparison of Business Plan Preparation Skills (Pre and Post Workshop)

Indicators	Pre Workshop (%)	Post Workshop (%)
Understanding the basic components of the Business Model Canvas	25%	85%
Able to create a simple written business plan	20%	80%
Understanding simple digital marketing strategies	35%	88%
Understanding how to keep business and personal financial records separate	30%	90%

Source: Data is processed, 2026

On average, there was an increase in understanding of approximately 55–60% after the workshop. In addition to the quantitative improvements, changes were also evident in the quality of participant discussions. Some participants began to develop simple projections of operational costs and potential profits, and demonstrated an awareness of the importance of transparency and financial record-keeping. Thus, the hands-on practice and group mentoring approach has proven effective in equipping community members with business planning skills that are more applicable, structured, and in line with Islamic economic values.

3.3 Model of Economic Networking and Collaboration Between PARI Members

One of the initial findings from the pre-workshop FGDs indicated that most PARI members have

business potential, but still operate individually and are not yet connected to structured economic networks. Community interactions are primarily social in nature and not yet directed toward productive economic collaboration. The lack of business communication and the absence of a dedicated entrepreneurship forum hinder the development of collective potential. Through the workshop, the PKM team not only emphasized individual business planning but also encouraged collaborative discussions among participants. In group discussions, participants were asked to identify business opportunities that could be pursued collaboratively, such as culinary product reseller systems, collaborative promotions across member businesses, and the formation of community digital marketing groups. Furthermore, the importance of social capital, trust, and shared commitment as the foundation of economic networks was discussed. Post-activity evaluation showed changes in members' perceptions and readiness to build business collaborations.

Table 3. Comparison of Perceptions and Readiness for Economic Collaboration (Pre- and Post-Workshop)

Indicators	Pre Workshop (%)	Post Workshop (%)
Feeling a sense of belonging to a business network within the community	30%	85%
Willingness to collaborate in promoting members' businesses	45%	90%
Understanding the benefits of community-based businesses	40%	88%
Readiness to join the PARI business forum/group	35%	92%

Source: Data is processed, 2026

Data shows an average increase of approximately 50% in collaboration readiness. Qualitatively, participants began to see the community not only as a social gathering space but also as a productive economic space. The commitment to establish a dedicated entrepreneurship communication group is an early indicator of network strengthening. Thus, strengthening economic collaboration does not only occur at the discourse level, but is starting to be built in the form of collective understanding and simple action plans among PARI Kuala Lumpur members.

3.4 Strengthening Individual Capacity Through Institutional Strengthening: Inauguration and Consolidation of the PARI Kuala Lumpur Organization

One key finding from the initial FGDs was that while PARI members share a strong sense of community, the institutional structure has not yet fully functioned as a driving force for the community economy. The organization remains informal and lacks a clear division of roles in developing joint ventures, meaning that individual training outcomes are potentially unsustainable if not supported by a strong organizational system. Through a series of PKM activities, strengthening individual capacity — including increasing entrepreneurial literacy, business planning, and business collaboration — is integrated with the institutional agenda, namely: (1) consolidation of the organizational structure; (2) inauguration and strengthening of the management; (3) establishment of the economic and entrepreneurship division; and (4) preparation of a medium-term community economic work plan. This approach ensures that individual competency development does not stop at the personal level but is institutionalized within the organizational system. Pre- and post-activity evaluations showed significant changes in institutional understanding and readiness.

Table 4. Comparison of Institutional Readiness and Program Integration (Pre- and Post-Workshop)

Indicators	Pre Workshop	Post Workshop
	(%)	(%)
Understanding the importance of organizational structure in economic development	42%	93%
Understanding the role and function of management in economic empowerment	38%	90%
Supporting the establishment of PARI's economic division	55%	100%
Readiness to actively participate in organization-based economic programs	40%	88%

Source: Data is processed, 2026

The data shows significant improvement, particularly in support for the establishment of an economic division, which reached 100%. Qualitatively, participants stated that the existence of a formal structure and clear division of roles provided a sense of certainty and direction in developing community economic programs. This integration of individual and institutional capacity results in two main achievements: (1) strengthening personal competence — members have more applicable entrepreneurial skills; and (2) strengthening institutional capacity — PARI Kuala Lumpur has a structure, programs, and internal legitimacy as a platform for sustainable economic empowerment. Thus, the results of this PKM not only improve individual abilities, but also build institutional foundations that enable the sustainability of the program collectively and systematically. The PKM results demonstrate that participatory training-based interventions and institutional consolidation can produce measurable changes at both the individual and organizational levels. The four RQs proposed in this program are not isolated but are integrated within an empowerment ecosystem: improving entrepreneurial literacy (RQ1) forms the foundation for business planning capabilities (RQ2), which are then strengthened through collaborative networks (RQ3), and ultimately institutionalized within a more systematic organizational structure (RQ4).

These findings align with community empowerment theory, which asserts that effective empowerment occurs when there is a combination of increased individual capacity and strengthened social or institutional systems. From Robert Chambers' perspective, a participatory approach enables communities to become subjects of development, not merely objects of intervention — as reflected in the FGDs, reflective discussions, and action plan formulation conducted with PARI Kuala Lumpur members. Furthermore, the PKM results also support Amartya Sen's capability approach, which states that development is essentially a process of expanding individuals' abilities to choose and live lives they find meaningful. An increased understanding of business opportunities, the ability to develop business plans, and the readiness to collaborate demonstrate the expansion of the economic capabilities of community members.

In the context of network strengthening (RQ3), this finding is relevant to the social capital theory developed by Robert D. Putnam, who emphasized that trust, shared norms, and strong social networks can increase the effectiveness of collective action. Significant improvements in indicators of collaboration readiness and support for economic divisions indicate that PARI's social capital is beginning to convert into productive economic capital. Furthermore, the integration of Islamic economic principles into business planning strengthens the ethical dimension and sustainability of the program, as the concepts of distributive justice, transparency, and social responsibility provide a moral foundation for community enterprise development — orienting the empowerment process not only toward profit but also toward blessings and the common good.

Reflectively, the success of this program is not solely measured by the increase in statistical indicators, but by the paradigm shift of community members: from individual mindsets to collective awareness; from social activities to organization-based economic movements; and from dependence to gradual independence. This demonstrates that the PKM has contributed to the formation of a more adaptive and sustainable community entrepreneurial ecosystem. Thus, the integrated approach of training, collaboration, and institutional strengthening is a model worthy of replication in other Indonesian diaspora communities, with its sustainability depending heavily on consistent management, regular monitoring, and the development of broader external partnerships.

4. Discussion

The second PKM implementation in the PARI Malaysia community demonstrated that an empowerment approach based on participatory training and organizational consolidation had a significant impact on increasing the individual and collective capacity of community members. Conceptually, this intervention positions entrepreneurship not merely as an economic activity, but as a process of forming social and economic agency in the diaspora. The evaluation results showed an increase in participants' understanding of identifying creative business opportunities based on the needs of their local environment. Prior to the training, most participants viewed business as merely an informal activity to meet short-term needs. However, after the workshop and focus group discussions (FGDs), there was a shift in perspective toward a more strategic and structured mindset. This transformation aligns with experiential learning theory (Kolb, 1984), which emphasizes that effective learning occurs through direct experience, reflection, and collaborative discussion.

In terms of business planning, participants began to develop simple business plans that included market segmentation, cost estimates, profit projections, and social media-based marketing strategies. The integration of Islamic economic principles into financial management — such as the separation of capital and profits, the prohibition of usury, and the principles of justice and transparency — provided an ethical dimension to their entrepreneurial practices. This reinforces the findings of Islamic entrepreneurship studies suggesting that value orientation enhances the sustainability of micro-enterprises within Muslim communities (Hidayat *et al.*, 2023). In terms of social networking, PKM activities successfully strengthened relationships among PARI members, who previously tended to operate individually. Collaborative discussions led to the emergence of collective business ideas, such as joint marketing and strengthening community branding. This phenomenon can be explained through the concept of social capital (Putnam, 2000), where trust and shared norms are essential capital in building economic cooperation. This increased social cohesion is a crucial foundation for the program's sustainability. The institutional dimension is the main differentiator of this second PKM. The inauguration and consolidation of PARI's organizational structure provides formal legitimacy and long-term strategic direction. Institutional strengthening ensures that training outcomes are not limited to individual development but are integrated into an organizational system capable of facilitating sustainable business development. This approach aligns with the community-driven development model, which emphasizes the importance of local structures in ensuring program sustainability (Mansuri & Rao, 2013). This PKM demonstrates that empowering the diaspora requires a holistic approach that includes: (1) increasing individual capacity, (2) strengthening social networks, and (3) institutional consolidation. These three dimensions complement each other and produce a more systemic impact than conventional entrepreneurship training. This model has the potential to be replicated in other Indonesian diaspora communities with contextual adjustments to suit local socio-economic characteristics.

5. Conclusion

The International Community Service Program (PKM) implemented within the PARI Kuala Lumpur community demonstrated that a participation-based empowerment approach and institutional strengthening can produce measurable and sustainable change. The intervention not only improved members' entrepreneurial literacy but also built the organization's foundation as a driver of the collective economy. Based on the four problem formulations that have been analyzed, it can be concluded that:

- 1) Members' entrepreneurial understanding and skills significantly improved after the workshop. Participants no longer viewed entrepreneurship as a purely intuitive, individual activity, but rather as a process that requires the identification of realistic and measurable market opportunities.
- 2) Their ability to develop simple business plans improved, both in terms of structure and financial management awareness. Participants began to understand the importance of separating personal and business finances, and to apply the principles of transparency and prudence in accordance with Islamic economic values.
- 3) The strengthening of economic networks and collaboration demonstrates a paradigm shift from an individual orientation to a collective consciousness. Communities are beginning to position

themselves as shared business ecosystems, not simply social spaces.

- 4) The integration of individual capacity building and institutional strengthening is a key factor in the program's sustainability. Organizational consolidation and the establishment of an economic division reinforce PARI Kuala Lumpur's strategic direction as a more systematic and sustainable platform for diaspora economic empowerment.

This PKM demonstrates that economic empowerment of diaspora communities requires a comprehensive approach: educational, collaborative, and institutional. The results obtained are reflected not only in quantitative data on increased understanding, but also in changes in the mindset and collective commitment of members.

Acknowledgements

We would like to express our gratitude to the Lampung Islamic College of Economics and Business. We also thank Zailani Azam, Chairman of PARI in Malaysia, for his willingness to partner and participate in this program. Furthermore, we would like to thank the President of the ASEANACA Academic Association for making this international community service activity possible.

References

- Antonio, M. S. (2011). *Bank syariah: Dari teori ke praktik*. Gema Insani Press.
- Brinkerhoff, J. M. (2019). *Diasporas and development: Exploring the potential*. Lynne Rienner Publishers.
- Carvalho, M. (2025, May 1). Halal industry set to bring in RM231bil by 2030. *The Star*. <https://www.thestar.com.my/news/nation/2025/05/01/halal-industry-set-to-bring-in-rm231bil-by-2030>
- Chambers, R. (1997). *Whose reality counts? Putting the first last*. Intermediate Technology Publications.
- Chapra, M. U. (2000). *The future of economics: An Islamic perspective*. The Islamic Foundation.
- Halal Times. (2026). *Global halal food regulations and compliance updates*. <https://www.halaltimes.com/global-halal-food-regulations/>
- Hassan, M. K., & Aliyu, S. (2018). A contemporary survey of Islamic banking literature. *Journal of Financial Stability*, 34, 12–43. <https://doi.org/10.1016/j.jfs.2017.11.006>
- Hidayat, S. E., Rafiki, A., & Wahyudi, R. (2023). Islamic entrepreneurial orientation and SME sustainability: Evidence from Muslim entrepreneurs. *Journal of Islamic Marketing*, 14(4), 1012–1028. <https://doi.org/10.1108/JIMA-06-2022-0184>
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2018). *Entrepreneurship* (10th ed.). McGraw-Hill Education.
- International Organization for Migration. (2022). *World migration report 2022*. International Organization for Migration.
- Kolb, D. A. (1984). *Experiential learning: Experience as the source of learning and development*. Prentice Hall.
- Mansuri, G., & Rao, V. (2013). *Localizing development: Does participation work?* World Bank Publications.

- Nabi, G., Liñán, F., Fayolle, A., Krueger, N., & Walmsley, A. (2021). The impact of entrepreneurship education in higher education: A systematic review and research agenda. *Academy of Management Learning & Education, 20*(2), 277–299. <https://doi.org/10.5465/amle.2019.0277>
- OECD. (2020). *OECD/INFE 2020 international survey of adult financial literacy*. OECD Publishing.
- Porter, M. E. (1990). *The competitive advantage of nations*. Free Press.
- Putnam, R. D. (2000). *Bowling alone: The collapse and revival of American community*. Simon & Schuster.
- Republik Indonesia. (2014). *Undang-Undang Nomor 33 Tahun 2014 tentang Jaminan Produk Halal*. Lembaran Negara Republik Indonesia Tahun 2014 Nomor 295.
- Republik Indonesia. (2024). *Peraturan Pemerintah Nomor 42 Tahun 2024 tentang Penyelenggaraan Bidang Jaminan Produk Halal*.
- Thomson Reuters. (2023). *State of the global Islamic economy report 2023/2024*. DinarStandard.
- UNDP. (2021). *Human development report 2020: The next frontier—Human development and the Anthropocene*. United Nations Development Programme.
- VOI. (2025). *Indonesia's halal exports reach US\$64.11 billion in 2024*. <https://voi.id/en/economy/478902>