

# 10 Factors Influencing Sustainable Halal Supply Chain Management

## An Islamic Viewpoint

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### Introduction

Supply chain management (SCM) is where bad management may result in higher expenses, lower sales, and lower profits. As a result, SCM has become a critical component for building a competitive advantage to increase organizational productivity and profitability; hence, SCM should be implemented in an Islamic manner. Concerns about the safety and security of food and beverages, cosmetics and pharmaceuticals, additives, and preservatives have fueled the demand for safe, sanitary, and nutritional commodities. Because its core resides in the healthy feature of the products, “halal” is expanding outside religious boundaries and is considered to meeting the core objectives (Ayyub, 2015; Haque et al., 2015).

Furthermore, “halal” is embracing more business activities that are competitive in nature and value-driven. Strict “halal” product and service requirements minimize production costs, limit the risk of contamination, and increase the perceived value of “halal”. The possibility of expanding the market base while generating a high return on investment has prompted industries, especially multinational companies (MNCs), to engage and invest extensively (Alserhan, 2010; Wilson, 2012a, b). MNCs spend millions of dollars each year understanding halal’s religious beliefs, regulations, and processes. Nestle quickly established itself as the world leader in processed halal meals geared at Muslim and non-Muslim countries, while big halal suppliers include Walmart and Carrefour (Hamprecht et al., 2005).

Halal production system standards ensure the integrity and wholesomeness of products (Ali et al., 2014; Khan et al., 2018a) while also taking global food safety and security, cleanliness, equality, and fair trade into account (Ali et al., 2014; Khan et al., 2018b; Baharuddin et al., 2015; Al-Qardawi, 1997). Soon et al. (2017) defined “halal” integrity as the assurance of safe, nutritious, and ethical food practices across the supply chain. Integrity assurance and management for halal products require a comprehensive and multidisciplinary approach encompassing the whole supply chain. Numerous scientists have advanced operations management theories to solve halal supply chain challenges. Tieman et al. (2012) created the first framework for addressing the complex challenges of preserving halal integrity in the food supply chain by linking safety, security, quality, and sustainability.

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This chapter may assist in the resolution of some challenges by strengthening ethical and moral judgments to improve supply chain performance via the incorporation of Islamic principles and values into the SCM system. The commonalities between Islamic and supply chain ethics are explored to incorporate them into SSC for successful SCM and ethical decision-making. This chapter outlines a practical approach to Islamic business ethics based on examining the Holy Qur'an and Hadiths. Its usefulness in the realm of the supply chain is shown by a comparative study that involves reading supply chain literature and illustrating how Islamic norms may be used to reach a sound conclusion. Because Islamic principles respect the interests of individuals and collective viewpoints, the Islamic ethical methodology's reasoning processes may be used to derive moral and ethical judgments in today's commercial environment.

#### **Literature Review and Hypotheses Development**

Sustainability has been defined by the Brundtland Commission as meeting present demands without compromising future generations' ability to do so, and the term "sustainability" is widely used in the literature (Carter & Rogers, 2008). Sustainability addresses issues such as environmental impact (Erlich & Erlich, 1991), food security (Lal et al., 2002), basic human needs (Savitz & Weber, 2006), and nonrenewable resource preservation (Savitz & Weber, 2006; Whiteman & Cooper, 2000). While there are numerous definitions for supply chain sustainability, most experts agree that it should include environmental and economic factors (Carter & Rogers, 2008). The triple bottom line (TBL) hypothesis of Elkington (1998, 2004) is perhaps the most well-known theory on sustainability. TBL claims that there are actions that businesses may engage in and hence it will help society, the environment, and the economy and provide them with a competitive edge.

Sustainable supply chain management emerged when sustainability was integrated into supply chain management (SSCM). According to Seuring and Muller (2008), supply chain management (SSCM) is the management of flows (material, information, and capital) with enterprises' engagement along the supply chain, taking into account the three TBL dimensions: environment, society, and economic performance. As indicated by the surge in relevant papers in the last 20 years, there has been an exponential growth of interest in SSCM in the literature (Brandenburg, et al., 2014; Min & Kim, 2012; Seuring & Muller, 2008). In addition to green product and process development, Brandenburg et al. (2014) found literature on remanufacturing, closed-loop supply chain management, environmental, water, and air quality management (Sbihi & Eglese, 2007; Kleindorfer et al., 2005; Daniel, Gungor, & Gupta, 1999; Diakoulaki & Pappis, 1997). In 2008, analyses of the literature concentrated on the reasons for SSCM adoption (Gold, Seuring, & Beske, 2010), the need for vertical coordination and supply chain-wide implementation (Carter & Rogers, 2008), and single-firm implementation (Gold, Seuring, & Beske, 2010; Carter & Easton, 2011).

However, since the structure of the particular supply chain differs, a sectoral snapshot is necessary for future analyses of SSCM's effects (Turker & Altuntas,

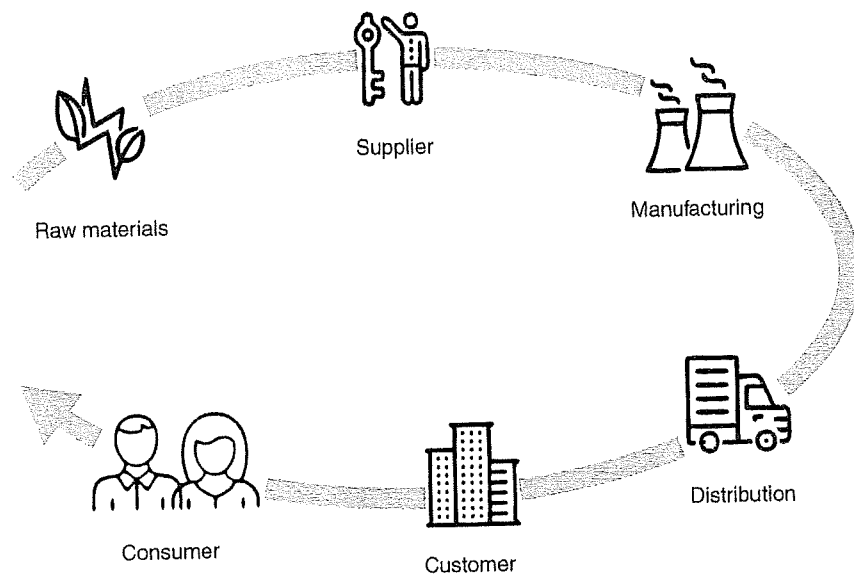


Figure 10.1 Halal supply chain.

2014). Previously, investigations of manufacturing firms were conducted (Turker & Altuntas, 2014; Hsu, Tan, Zailani, & Jayaraman, 2013; Zailani, Eltayeb, Hsu, & Tan, 2012; ElTayeb, Zailani, & Jayaraman, 2010). Work is scarce from other participants in the supply chain, particularly ports. The framework established by Ali and Suleiman (2014) covers four integrity elements: raw material, production, service, and information integrity. According to Zailani et al. (2018), supply chain logistics management is critical to halal certification. When halal integrity is compromised, the halal supply chain is disrupted (Othman et al., 2016; Abd Rahman et al., 2017; Ahmad et al., 2017). As a result, HSC's administration (Figure 10.1) is focused on ensuring the product's "halal" purity from "farm to fork".

#### ***Sustainable Supply Chain Management***

SCM is a set of procedures that ensures the efficient flow of information, money, and goods from a supplier to a final customer (Bain, 2015). SCM is critical in today's corporate sector, where sustainability has got much attention in the recent decade. Social, economic, and environmental sustainability are the three pillars of SSCM (Carter & Liane Easton, 2011; Svensson & Wagner, 2015). Due to worldwide demands to adopt SSCM, supply chain managers are experiencing various problems in practicing sustainability in their everyday activities (Marshall et al., 2015). Sustainability is no longer a choice; it is increasingly critical for all activities and businesses (Khan et al., 2018a). Corbett and Kleindorfer (2009) indicated in

their study that all supply chain contributors aim to achieve competitive advantages and enhance their profitability.

Experts recommend using dynamic management theories such as dynamic capabilities to handle such linkages. The supply chain, according to Seuring and Muller (2008), is the coordinated movement of materials, skills, and capital across businesses. SSCM will help reduce trash and harmful chemicals created by businesses that affect people and the environment. This sector needs to address social and environmental concerns to achieve the Sustainable Development Goals (SDGs). Business concerns have focused on SSCM for many years. It changes the whole value chain as well as customer behavior. Sustainability drivers originate from all parts of the global supply chain and should not be evaluated only by companies. The economic situation has changed dramatically for many businesses. The ecosystem has become more complex due to increased competition, the emergence of new consumption patterns, the difficulty of forecasting demand, and the increased power of consumers. Instability and turbulence are characterized by agility. The ability to govern the supply chain is critical to the latter's existence.

#### *Supplier Management*

Changing situations necessitate businesses to adapt their supplier management procedures. Stakeholder demands influence supplier management operations such as selection, appraisal, and development (Reuter et al., 2010). The sustainability aims of a business may involve the expectations of many stakeholders. Managers will use well-known supplier management best practices to solve SCM sustainability challenges (Reuter et al., 2010). Also, the host nation's volatility may not affect the deal. However, implementing a local supplier plan can be challenging, especially in times of war. These scenarios may wreak havoc on the local economy.

Local suppliers, on the other hand, may lack the knowledge and capability to support technologically advanced and environmentally sensitive businesses. Financial soundness, cost-cutting capabilities, and delivery success can impact supplier selection during tough economic times. Suppliers who meet these criteria may be preferred over those with less important environmental and social performance. On the other side, environmental and social performance may help organizations gain a competitive edge. Businesses must compete in a competitive market not only on pricing but also on sustainability performance. Additionally, regulatory activities controlling the use and production of chemical substances, worker safety, and emission reduction need the involvement of service providers capable of achieving those conditions. In some cases, a supplier's environmental and social performance may be just as significant as their financial competence.

#### *Logistics Management*

Logistics are crucial in achieving a low-carbon economy, considering the transportation industry's substantial greenhouse gas emissions. As a result of the stricter requirements for emissions reduction, businesses must adapt to the changes in

their environment. Green logistics methods are predicted to become increasingly common in these situations. Regulation requirements may be the most potent external cause driving the greening of logistics. In the face of stricter environmental laws, a collaboration between enterprises operating in nearby geographic areas would be preferred. Collaboration in logistics operations can result in cost savings and benefits such as longer-term contracts, improved safety, quality, operations, and economies of scale (Dauda & Yusuf, 2009). It may also help with waste management and storage by increasing the efficiency of procurement processes and resource sharing (Dauda & Yusuf, 2009). As a result, working with other firms in the sector might provide a competitive approach. Political instability has resulted in significant losses of transportation infrastructure and communication networks (Al-Damkhi, Abdul-Wahab, & AlKhulaifi, 2009). The clashes may result in the shutdown of loading ports and pipelines due to sabotage and theft, as well as an increase in security concerns at oil and gas installations. Pipeline sabotage might result in oil leaks, causing contamination of the land, air, and water and affecting the lives of nearby populations. Supply distribution would often be disrupted for companies operating in unstable nations. In these circumstances, minimizing economic and environmental risks may be the most important goal.

#### *Production Management*

Insecure host country conditions may influence production operations similar to that of logistics operations. Enterprises must limit economic risks and prioritize economic objectives to meet promised and business responsibilities. With growing regulatory and stakeholder pressure on stable economic conditions, environmental and social issues would receive more attention. Oil and gas production and refining produce hazardous waste and pollutants like ammonia and sulphur dioxide, which can harm the environment. Oil and gas activities need a lot of water and energy. Chemical use regulations require businesses to keep track of the chemicals they use in their supply chain and register them with the government. Close collaboration with suppliers is essential to guarantee that these needs are met.

Additionally, businesses must manage and dispose industrial process byproducts according to industry-imposed municipal, state, and international regulations. Companies will be able to analyze water supply availability and possible environmental issues with the support of effective water sourcing and measurement management. Water recycling facilities will allow businesses to take advantage of the financial benefits of reusing water while also minimizing the environmental impact on the water bodies. Companies might also employ more renewable-energy-generated power in their manufacturing operations. Businesses must be able to analyze, monitor, and share information on the health and environmental risks connected with their goods and production processes in order to be more sustainable. The capacity of processes to employ specific resources, avoid waste, and incorporate reused or remanufactured components in manufacturing processes may all assist in lessening the environmental effects of manufacturing (Sarkis, 2003; Tsoufas & Pappis, 2008). In an industry with few distinct items, a company's

ability to identify itself through environmentally friendly manufacturing techniques becomes increasingly important as the market competition grows.

#### *Product Stewardship*

Each of the methods and materials utilized in creating a product directly impacts the product's life cycle. As a result, the three supply chain activities outlined earlier determine product stewardship. All of these functions are, in fact, dependent on one another. Environmental and safety concerns of products should be examined and monitored throughout their life cycle as part of a company's product stewardship plan. Terms of greenhouse gas emissions from end-of-life fuels and dangers provided by raw materials and end products should be of concern in product stewardship. A safety data sheet for a product may aid in risk communication. It includes all parties engaged in product delivery, use, and disposal. Environment-friendly products are essential in the energy sector. Companies in the sector must think about how goods move throughout their life cycles and the management difficulties that may arise. It is also crucial to keep track of product quality from manufacture to storage and delivery to sale. A new set of regulations would be required to document and analyze product environmental and safety implications. Company standards must be permitted to be created when laws and regulations are weak or nonexistent. When addressing regulation, we must examine the need to adhere to specified rules.

#### *Sustainability Characteristics*

The term "sustainability" encompasses a wide range of concepts for the environment. The environmental part of sustainable development is often misunderstood. Natural resources are diminishing significantly, even though they are vast and vital to human life (Redclift, 1987). Numerous issues must be addressed to accomplish this mission: decreasing waste and promoting renewable energy, safeguarding biodiversity and preserving the diversity of animals and plants, and battling climate change through CO<sub>2</sub> emission reductions. Industrialized nations create too many CO<sub>2</sub> emissions; as a result, they pollute far too much and generate garbage. As a result, waste management and recovery are a significant priority (Giddings et al., 2002). Researchers and practitioners in the business sector are becoming more interested in the social side. However, what exactly is it about? It all comes down to the capacity to secure residents' well-being. Allow everyone, regardless of socioeconomic level, to meet essential living necessities such as food, housing, health, education, and historical culture, among other things (Eltantawy et al., 2009); combat prejudice and exclusion, especially against disabled people, the elderly, and minorities; reduce gender inequities, salary parity, universal accessibility, and cultivating solidarity (Giddings et al., 2002); and, most importantly, contributing to everyone's well-being by practicing consciousness. The economic aspect is of primary concern to most practitioners, and entrepreneur efficiency and effectiveness have long been connected with corporate success and expansion or, on a broader

scale, with contribute to a country's economic prosperity. It's about finding a way to balance a project's, company's, or organization's long-term viability with ethical principles like environmental protection and social cohesion through establishing innovative and ethical business strategies that equally distribute benefits and wealth. Alternatives to capitalism are gaining steam, such as the circular economy and collaborative consumerism (Giddings et al., 2002).

Concerns about climate change, unsustainable natural resource use, and the global economic downturn have prompted businesses to rethink their business models. Many of them incorporate sustainability into their operations, including economic, environmental, and social performance management. Elkington (2004) highlights the need to address the social and economic components of sustainability in a more integrated manner to achieve significant environmental progress. Carter and Rogers (2008) claim that scholars have employed microeconomic perspectives on sustainability more than macroeconomic perspectives. It might be challenging to determine the most effective strategy to address sustainability when several, sometimes contradictory, concerns must be evaluated simultaneously. To improve a company's or supply chain's long-term economic performance, SSCM, according to Carter and Rogers (2008), involves strategically integrating and achieving social, environmental, and economic goals. These concepts suggest that management decisions and behaviors should guarantee that organizations and supply chains operate effectively economically, ecologically, and socially. To practice sustainability, businesses must look beyond their immediate financial gain and take proper measures to safeguard the environment and the interests of stakeholders. Businesses must devise unique methods for simultaneously optimizing multiple areas of sustainability, such as waste reduction, carbon footprint reduction, green purchasing, and green product design, all of which are important facets of supply chain management (Markley & Davis, 2007).

A sustainable oil and gas supply chain is critical because petroleum and natural gas resources are limited, and energy consumption will continue to grow. By 2035, fossil fuels (including coal) will account for around 81% of the total energy supply (B.P., 2015). Environmental and societal implications of irresponsible and unsustainable resource usage may turn out to be catastrophic. The application of SSCM concepts should help mitigate, if not wholly eradicate, detrimental consequences while ensuring the sector's financial viability and energy security. It means that all of the people in the supply chain need to work together well and make sure that essential operations are integrated into the chain. Governments, local communities, suppliers, consumers, and workers must work together to tackle the industry's sustainability concerns so that we may all benefit from more sustainable growth.

#### *Halal Supply Chain Management*

Halal supply chain management (HSCM) is built on avoiding direct contact with Haram, resolving contamination risks, and assuring compliance with Muslim customer requirements. The sustainability qualities, in particular, are critical elements in the management of halal supply chains (HSC). For distinct markets (Muslim

and non-Muslim nations), a more excellent grasp of the HSC concepts is essential (Rezai et al., 2015). Since “halal” criteria demand a product to be healthy while meeting *shari’ah* values for safety, cleanliness, equality, and fair trade, as well as animal welfare from farm to fork, stated sustainability practices are intricately tied to the HSC. Additionally, enterprises engaged in “halal” trade must adhere to stringent environmental regulations. These requirements are part of halal certification systems, which examine everything from the seeds used to grow crops for human consumption or animal feed to the rearing, transportation, processing, and care of animals. Compliance requirements are typically implemented concurrently with other industry standards, such as good industrial practices, appropriate agriculture practices, and Hazard Analysis Critical Control Points (HACCP) – all of which are implemented throughout producing halal food to ensure the absence of physical, chemical, and biological risks (Halaseh & Sundarakani, 2012; Kohilavani et al., 2013; Rezai et al., 2015). Previously, halal-certified items were depicted as foods that included no pork, alcohol, or derivatives and were slaughtered according to Islamic traditions. Halal has extended beyond food limitations in contemporary time to cover numerous elements of life, including behavior, nutrition, attire, ways of income, and relationships (Alzeer et al., 2018). It is stated that halal food must be safe, nutritious, non-toxic, and non-hazardous to one’s health (Demirci et al., 2016; Tieman et al., 2012). HSCM must adhere to ethical business practices, fair trade procedures, humane animal husbandry, sustainability, and corporate social responsibility values. Halal goods are held to higher quality standards than other items in the same category, which contributes to the growing popularity of halal products among all customers (Haque et al., 2015 and 2021; Alserhan, 2010). It also requires that all supply chain activities pay a fair price and adhere to social and environmental norms while respecting the labor and animal rights.

The most closely associated term with ethics in Islam is *Khulq*, which is explained in the Qur’an through a variety of terms, including *Haq* (right, fact, and truth), *khair* (virtuousness), *adal* (stability and fairness), *qist* (impartiality and parity), *birr* (morality, virtue), *taqwa* (piety and devoutness), and so on. Immoral and dishonest deeds are referred to as *Sayyi’at*, whereas moral and virtuous actions are referred to as *Salih*t (Bastas & Liyanage, 2018). Islam’s fundamental ethics, norms, and regulations are drawn from two leading sources that guide and characterize principles and acts. The first source is divine and spiritual: Almighty Himself sent a message to the Prophet (pbuh), the last of Allah’s messengers recorded in the Holy Qur’an. The Sunnah, or manifestation of Allah’s word via the Prophet’s deeds, standards, and sayings (pbuh), is the second source. Muslims see the Holy Qur’an and Sunnah as the final and most important guidance to Allah’s revelations to humankind (Mayring, 2015). Beekun and Badawi articulated that Islamic economic ethics form a normative standpoint (Agarwal et al., 2007). They maintained that business ethics could not be overlooked like other elements of ethical behavior in everyday life. The essential characteristics of the Islamic ethical system is that it is well-adjusted, unbiased, fair and compassionate, and well-balanced. Due to man’s duty as Allah’s steward or ambassador on Earth, he must follow Islamic norms for fair and reasonable economic activities. The Islamic ethical framework



emphasizes each stakeholder's rights while banning abuse, favoritism, and other human miseries.

#### *Comparative Analysis of Supply Chain Management and Islamic Principles*

Individuals in the present period are frequently confronted with several ethical difficulties in daily life and even in new jobs; solutions for overcoming such ethical issues are necessary as these ethical challenges need a careful balance of numerous opposing ideals. Theft, deceitfulness, dishonesty, deception, conflict of interest, prejudice, and fraud, among other ethical difficulties, were highlighted in examining published stories in the *Wall Street Journal* in 1991 (Fink, 2005). As a result, to efficiently manage and unify commercial operations, ethical perspectives have been restricted mainly for today's current corporations. The Islamic and Western viewpoints are the two most often discussed perspectives. Generally, organizations modify themselves following the political, legal, and social ideals of the nation in which they operate. As a result, Islamic and Western nations have different cultures and ethical concerns (Seuring & Müller, 2008).

Consequently, enterprises' varied activities are managed under the environmental fabric of the nation in which they are situated, and Muslims, in particular, may do so more effectively if they are conversant with comprehensive Islamic business principles. "Allah has made commerce legal for you", declared in the Qur'an. SCM is one of the most important departments to search for in the modern-day organizational structure. The primary variables that have prompted firms to pay greater attention to SCM and make significant expenditures in this sector include intense global competition, goods with shorter life cycles, and expanded possibilities (Weick, 1995). Supply chain management has become one of the most attention-seeking areas for managers and policymakers due to recent advances in the corporate sector. As a result, SCM has emerged as a critical component of competitive strategy for increasing organizational efficiency and, eventually, profitability (Martins & Pato, 2019). As a result, supply chain management should also be done legally. The primary notion that comes to mind while discussing ethics is the behavioral feature of individuals and management in connection to interacting with customers in the best possible manner. In Islam, "business ethics" refers to a comprehensive concept. The Qur'an and Hadith of Prophet Muhammad (pbuh) provided revelation and advice on economic ethics in Islam (Brindley & Oxborrow, 2014).

#### *Performance Measures of Halal Supply Chain Management*

HSCM performance demands effective methodology adoption throughout the system construction and maintenance. The HSCM's long-term viability must be assessed by considering the vital criteria. Due to the diversity of resources, HSCM must have resources that adhere to *shari'ah's* standards. Regulating the HSC is complicated further by using diverse materials in a variety of production methods. Tieman (2012) noted that halal products require a unique infrastructure to avoid

physical contamination with non-halal products, which can make halal resource availability a vital part of HSC management. Because the HSCM is a new area, it requires government help to enact legislation, regulate, plan, develop, implement, market, and educate halal industry actors and customers. Wilson and Liu (2010) claim that certification is an excellent way to enable HSCM.

The HSCM also requires halal goods. Customers are more concerned about product quality and safety with more incredible disposable wealth, emphasizing product integrity. Because halal products are linked with specific quality characteristics, purchasers are particularly concerned about the product's integrity. As a result, businesses must adhere to halal product manufacturing requirements to maintain consumer confidence. The framework has benefited from including supply chain partners and information and communications technology (ICT) assistance. As supply chain networks get complex, they become more prone to deception. The intensity of integration is essential to assure halal purity at the moment of consumption and increase HSC efficiency. The explanation corroborated Ali and Suleiman's (2016) findings, which emphasized the critical nature of supply chain integration for halal compliance. ICT enabled supply chain tracking and verified product information. A traceability system builds trust among HSC stakeholders (Abd Rahman et al., 2017). Ineffective HSC management was aided by Human Resource (H.R.) development and halal marketing. Numerous researchers, notably Alserhan (2010) and Wilson and Liu (2010), have brought this issue to light.

The fundamental goal of the HSCM is to protect and ensure halal integrity across the product's life cycle, including raw materials, manufacturing processes, information, and capital. This conclusion is consistent with the findings of Soon et al. (2017), who said that the HSC is responsible for ensuring that halal requirements established by reasonable standards are met. Additionally, successful HSC management comprises a standard quality control system that ensures the generated product is wholesome while conforming to *shari'ah* through a process-oriented approach. Mostafa (2018) and Riaz and Chaudry (2004) outline how to successfully deal with the halal supply chain to earn and preserve consumer trust. Economic, environmental, and social indicators of HSC's sustainable performance exhibit significant positive path coefficients. The presence of HSCM is connected with long-term development, and it is committed to long-term animal welfare, fair trade, and perceived benefits (Kohilavani et al., 2013; Manzouri et al., 2013). Ali and Suleiman (2016) observed in their research that markers of halal wholesomeness are connected with long-term sustainability. According to the study's findings, HSCM comprises markers of long-term success.

### **Conclusion and Future Scope**

An overview of SSCM research trends is presented in this chapter. The majority of research on this topic is concerned with green or environmental elements. The social component is either ignored or addressed rarely; just a few articles have concentrated on the social aspects of supply chain sustainability. Its green component has piqued people's interest, and several papers have been written on the

subject. We uncovered related study fields with the SSCM via this literature evaluation. The circular economy, which is centered on recovery, recycling, and repair rather than production, is a study topic that must be developed to ensure supply chain sustainability.

SSCM is now an important issue that will pave the road to long-term sustainability for any industry. The HSC's performance is measured by its efforts to guarantee the integrity of halal goods. Halal eating has *toyyib* features that need sustainable measures to be implemented into the HSCM. The link between measures of HSCM sustainable performance and effective management of the HSC toward the enterprises' sustainable performance is also studied. This chapter establishes that Islamic business practices provide a viable means for Muslims to fulfill their religious commitments while living in a contemporary, diverse, and globalized world. Islam encourages us to treat workers and stakeholders the same, without discrimination. Islam enables us to make moral judgments that may be used in the Muslim world to maximize benefits while avoiding all potential destruction. Individual and communal opinions are respected in the Islamic ethical framework, which gives a composite vision that may be utilized to benefit each individual participating in a given commercial activity. As a result, Islamic ethics must be incorporated into supply chain ethics in order to maintain balance, clarity, transparency, and improved relationships between all supply chain components, which will eventually lead to increased trust, coordination, and better communication among different levels of the supply chain, and ultimately to sustainable SCM. Finally, ethically doing the task would give good outcomes in the form of enhanced company performance, but it will also assist people in pleasing Allah Almighty, which is the Muslims' ultimate goal.

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