



Performance of Waqf Cross-Sector Collaboration: A Systematic Literature Review (SLR) Approach

Islamic
Wealth
Management

Prestasi Kolaborasi Wakaf Pelbagai Sektor: Pendekatan Kajian Literatur Sistematis (SLR)

93

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ABSTRACT

Organizations and researchers today are increasingly focusing on innovative ways in developing waqf properties towards attaining sustainable socioeconomic growth. Thus, cross-sector collaboration practices between State Islamic Religious Councils (SIRCs) and public or private sectors could potentially enhance the management and development of waqf properties and funds in Malaysia. However, there is a dearth of literature and academic discussions specifically on the subject of waqf collaborations although studies on cross-sector collaborations have been ongoing since the 1990s and the practice of waqf collaboration is prevalent within the industry. In response to this issue, this study aims to review existing literature on cross-sector collaborations. This is done through a comprehensive search of relevant studies on a specific topic, and those identified are then appraised and synthesized according to a predetermined method called Systematic Literature Review (SLR) approach. From the findings, the study concluded that literatures on cross-sector collaboration subjects had begun to be published 20 years ago but with a specific focus on developed and western countries. Throughout the years, there continues to be an apparent lack of focus on the subject of waqf cross-sector collaboration. Future studies on the topic





would need to include empirical testing as well as methodological, theoretical and contextual analysis of the subject matter. The SLR approach elaborated in this current study aims to help academics and partnership professionals to carry out their collaborations in a more systematic manner and serves as internal and external value creation mechanisms.

Keywords: Waqf, Cross-Sector Collaboration, Performance, Systematic Literature Review (SLR)

ABSTRAK

Usaha organisasi dan penyelidikan pada hari ini semakin tertumpu kepada kaedah-kaedah inovatif dalam membangunkan hartanah wakaf bagi mencapai pertumbuhan sosio-ekonomi yang mampan. Justeru itu, amalan kolaborasi antara sektor di antara Majlis-majlis Agama Islam Negeri (SIRC) dan sektor awam atau swasta berpotensi meningkatkan pengurusan dan pembangunan hartanah dan dana wakaf di Malaysia. Bagaimanapun, terdapat kekurangan dari segi terbitan literatur dan perbincangan akademik mengenai kolaborasi wakaf sungguhpun kajian-kajian mengenai kolaborasi antara sektor telah berlangsung sejak 1990an dan amalan kolaborasi wakaf yang meluas di dalam industri ini. Bagi menangani isu ini, kajian ini bertindak mengkaji terbitan literatur sedia ada mengenai kolaborasi antara sektor. Satu carian komprehensif dijalankan ke atas kajian-kajian yang relevan berdasarkan satu topik khusus, dan kajian-kajian yang dikenalpasti disemak dan disintesis mengikut satu kaedah yang telah ditetapkan iaitu pendekatan Kajian Literatur Sistematis (SLR). Berdasarkan dapatan yang diperolehi, kajian ini menyimpulkan bahawa terbitan literatur mengenai kolaborasi antara sektor telah bermula 20 tahun lalu tetapi dengan tumpuan khusus ke atas negara-negara maju di barat. Kajian khusus mengenai kolaborasi wakaf antara sektor terus dipinggirkan. Kajian-kajian ke atas topik ini perlu merangkumkan ujian empirikal selain analisis metodologi, teori dan konteks. Pendekatan SLR yang digunakan dalam kajian ini bertujuan membantu ahli akademik dan rakan profesional menjalankan usaha kolaborasi mereka dengan lebih sistematik selain bertindak sebagai mekanisme penciptaan nilai dalaman dan luaran.

Kata kunci: Wakaf, Kerjasama Antara Sektor, Prestasi, Kajian Literatur Sistematis (SLR).

INTRODUCTION

Waqf has played a prominent role in the history of Islam, from the days of the Prophet Muhammad (PBUH) to the early 19th century (Ismail Abdel Mohsin, 2013). In modern times, waqf and its impressive ability to facilitate socioeconomic development has been receiving great interest from the industry. Undeniably, waqf funds have contributed to the development of education and scientific movements in Islam. These funds were the main financial resources for the building and maintenance of schools, scientific centers, and libraries, which gave way to the training of many scientists,



researchers, inventors, and intellectuals (S. Baqutayan, Ariffin, A. Mohsin & Mohd Mahdzir, 2018).

In Malaysia, the management of Waqf has been under the jurisdiction of the State Islamic Religious Councils (SIRCs) since 1952 (Abu Talib, Abdul Latiff, Aman & Palil, 2018; Mohamad, Syed Abdul Kader & Ali, 2012). All fourteen states in Malaysia have their own SIRC and respective enactments to be followed. The SIRC of each state will determine the available strategies, resources and approaches with regards to Waqf development in Malaysia. Examples of these approaches include utilizing internal funding to develop Waqf assets (Abdul Latif, Syahiran & Bahrom, 2008; Omar & Rahman, 2015), obtaining funding from the state government, combining funds from waqf donors and the SIRCs or collaborations between corporate organizations, SIRCs and Government-linked companies (GLCs) (Mujani & Yaakub, 2017). Other strategies include leasing lands and allowing the leaseholder to develop the property (Noor, Ghazali & Rani, 2016) or establishing *Istibdal* over the land (Omar & Rahman, 2015) whereby capital is liquidated for development purposes.

Given its contributions to the Muslim Ummah worldwide, there is a need to establish and sustain the practice of waqf. In Malaysia specifically, the cooperation between various sectors can bring forth solutions to the underperformance of waqf development. Collaborative efforts require expertise from a wide range of sectors in order to find solutions for issues that the organizations may struggle to solve on their own. This method is increasingly popular due to the shortage of resources. Furthermore, all sectors involved stand to reap the benefit garnered from the multiplier effect of the collaborative process. The collaborative relationships between the SIRCs and firms are becoming more widespread and vital to all parties involved. An amalgamation of social, economic and environmental demands is the driving force behind these collaborations (Austin, 2010). This is consistent with the government's aim to attain socioeconomic sustainability through collaborative relationships between the social sector, private firms and the government. It is carried out by providing social services which contribute towards sustainability while tackling social issues and inequalities. This is also known as the "Social Private and Public Partnership" or SPPP, which was initiated by The National Blue Ocean Strategy (NBOS) and incorporated in the 11th Malaysia Plan (RMK-11).

Examples of collaborative waqf projects include the ones carried out by UDA Holdings and the Penang Islamic Religious Council (MAINPP) for the Wakaf Setee Aisyah project, Universiti Islam Malaysia and the Selangor Wakaf Corporation, Sultan Zainal University Abidin (UNISZA) and the Terengganu Religious and Customs Council (MAIDAM) for the purpose of waqf development in higher education, and Bank Islam Malaysia Berhad (BIMB and its partnership with Wilayah Persekutuan Islamic Religious Council (MAIWP). These undertakings proved that collaborations within a polycentric governance context are possible.

Despite all this, there is still very little discussion on waqf collaborations within the literature of cross-sector collaborations. Therefore, the objective of this study is to assess



the availability of literature on waqf collaborations or any relevant studies on the specific topic within the academia. This study asserts that the concept of strategic practices in waqf project developments is crucial to ensure consistent contributions to social economic wellbeing, further implying that the current level of waqf development has evolved over time. Hence, it is important that the evolution of this study is highlighted in the academia.

RESEARCH METHODOLOGY: SYSTEMATIC LITERATURE REVIEW (SLR) PROCEDURE

A systematic literature review (SLR) entails a comprehensive search for relevant studies on a specific topic, and those identified are then appraised and synthesized according to a predetermined method. Okoli & Schabram (2010) defined SLR as a stand-alone literature review that is conducted using a systematic, rigorous standard. Such standard critically reviews whether the findings in previous studies are significant or contradictory to this current study. To proceed with the literature search and evaluation using the SLR technique, this study followed the four steps suggested by Xiao & Watson (2017) namely: *literature identification, screening, eligibility assessment and inclusion*.

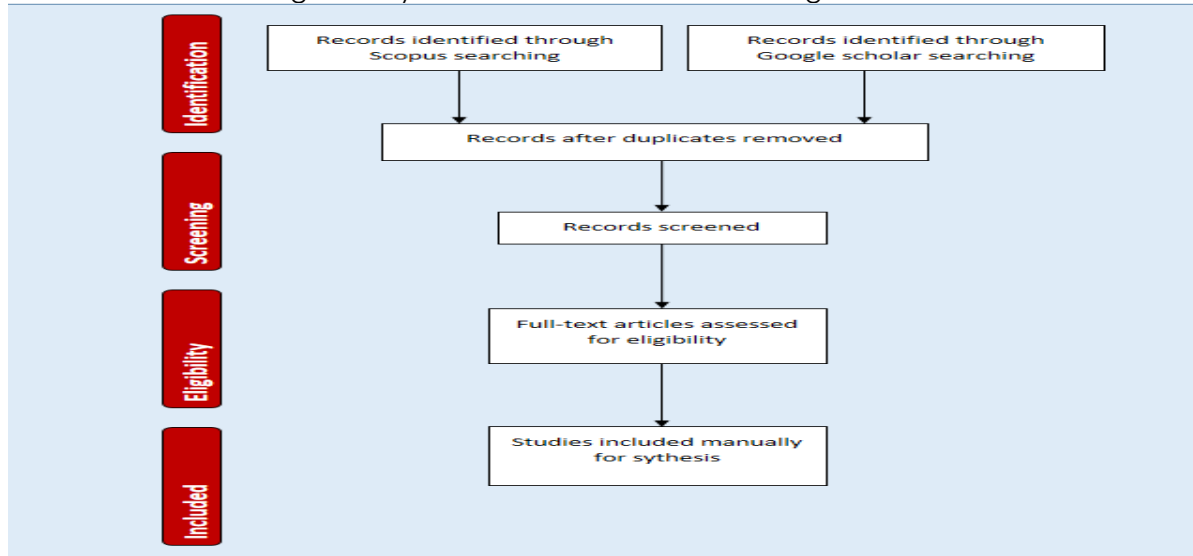
Firstly, for literature identification, resources from related studies are gathered from Scopus and Google Scholar databases which are reliable and frequently used by researchers across various disciplines. Since the search for the topic of waqf collaborations on Scopus databases came out with very little results, the researcher resorted to using Google Scholar which is also an acceptable database as it stores reputable indexed articles from Scopus and ISI. In this process, it is crucial to identify related keywords using all possible means including thesaurus, dictionaries, encyclopedias or previous studies. Subsequently, the search string begins in three ways i.e. phrase searching, wild card and truncation.

In the second step, the specific literatures are screen based on their years of publication and other specific criteria. This stage is important to avoid reviewing hundreds or even thousands of articles that are not truly related to the scope of study. Thus, an inclusion or exclusion criteria is decided by the researcher with justifications in this screening process.

In the third step, the study goes through an eligibility process i.e. skimming through the full-text articles to further evaluate their quality and eligibility. In this stage, a chosen article is reviewed as a whole; the abstract and content are reviewed to determine whether the article meets the inclusion criteria decided earlier on. If the criteria are not meet, the article is manually withdrawn from the SLR table for further review.

The final step is inclusion in which the researcher manually decides which paper is to be included for further review in the SLR table. The process of critical review begins after gathering reliable and closely related documents to the current study. Figure 1 illustrates how literature search and evaluation is done based on the SLR process.

Figure 1: Systematic Literature Review Diagram Flow



(Sources: Xiao and Watson, 2017)

RESULTS AND DISCUSSION

Collaborations through partnership development involve initiating dialogues and creating relationships between stakeholders in order to tackle a common issue. Each stakeholder brings forth individual strengths such as knowledge, expertise and capital, and is more effective as part of a joint effort rather than an individual one. By working together, stakeholders can exchange information, learn from one another, develop innovative policies, adapt successfully to a changing environment and channel energy towards a collective good (Bundy, M. Vogel & A. Zachary, 2017). By collaborating with others that are confronting similar problems, organizations can share resources and thus lower problem-solving costs.

Table 1 below shows the literatures used within this current waqf cross-sector collaboration study entailing both global and local contexts. These are gathered from the SLR procedure highlighted above. As a result of the four steps followed in the SLR procedure, a total of 19 documents are derived to be critically reviewed.

Table 1: Cross-Sector Collaboration Study

| No | Authors | Findings | Recommendations for Future Study |
|----|--------------------|--|---|
| 1 | Austin (2000) | Cross-sector collaboration framework of four components; collaboration continuum, value, drivers for collaboration and collaborative enablers. | Need for additional empirical research—quantitative and qualitative, case study and survey—to produce greater |
| 2 | Austin (2010) | Value specific to what motivates, sustains, and produces impact from cross-sector collaboration. | |
| 3 | Austin & Seitanidi | Non-profit business collaboration and | |



| | | | |
|----|--|--|--|
| | (2012) | related CSR. | corroborating evidence |
| 4 | Graci (2013) | Conceptually highlighting the need to improve sustainability in the tourism industry, but unfortunately, hindered by a lack of collaboration among stakeholders. | |
| 5 | AL-Tabbaa, Leach & March (2014) | Conceptually discuss a framework in developing strategic collaboration between non-profit and business sectors. | |
| 6 | Edi (2014) | Discuss cross-sector partnerships in the implementation of CSR. | |
| 7 | Ep Chedli (2016) | Conceptually study the impact of social partnership on the environment; on economic, cultural and political dimensions. | |
| 8 | Lee et al. (2018) | Conduct a comprehensive review of public-private partnership (PPP) literature that pertains to promoting physical activity through a qualitative systematic review. | |
| 9 | Suhaili, Palil & Husin (2018) | Polycentric collaboration is an ideal formulation for executing the waqf sector in the Malaysian context. | |
| 10 | Sanzo, Álvarez, Rey & García (2014) | Trust and commitment foster the non-profit's development of innovations. | Other moderating/mediating variables that could influence the intensity of the effects such as performance. |
| 11 | Dominika Mironska and Piotr Zaborek (2018) | Both trust and alignment appear to have similar total effects on all types of collaboration values. In contrast, commitment in collaboration is positively correlated only with organizational value, while social and reputational benefits show negative links. | |
| 12 | Nolte (2018) | Time and quality of response have a positive effect to the outcome using the resource dependence theory. | |
| 13 | Puyvelde (2016) | Discussed several theories that can be used to analyse the governance of non-profit organizations. | Emphasis on other theories due to limitations in the existing theory applied. |
| 14 | Nielsen & Neergaard (2018) | Analytical model developed based on contributions from partnership literatures and the resourced-based view theory. | |
| 15 | Proulx, Hager & Klein (2014) | The analysis culminates in eight models: fully and partially integrated merger, joint program office, joint partnership with affiliated programming, joint partnership for issue advocacy, and joint partnership with a new formal organization, joint administrative operations, and confederation. | To consider to be tested in other countries and approaches or contexts of study. E.g.; countries, industries, Islamic context. |



| | | | |
|----|---------------------------------------|---|---|
| 16 | Liu, Ko & Chapleo (2018) | Using the resource-based theory, mutual trust, relational embeddedness, and relational commitment, mediate the relationship between social alliance management routines and social alliance performance. | |
| 17 | Ukko & Saunila (2019) | Discuss the characteristics that affect the implementation of a performance measurement in an industrial collaboration. | |
| 18 | Den Hond, De Bakker & Doh (2015) | Factors that influence firms to collaborate with NGOs; commitment, resources, trust, frequency of contact, level of experience, and the level of pressure exerted by NGOs. | Similar research to be conducted elsewhere with a larger sample size. |
| 19 | Bond-Barnard, Fletcher & Steyn (2018) | Project Management success is influenced by an increase in the level of trust between team members. The three factors of the level of trust investigated are expectations, knowledge exchange and imported trust. | |

Firstly, for empirical testing, since previous studies had done a great job in presenting very comprehensive discussions as well as models and frameworks, there is a need for these models or frameworks to be tested empirically to make the findings more valid to be implemented within the specified industry or sectors. For example, Austin (2000) initiated literature growth by presenting a cross-sector collaboration framework consisting of four components namely: collaboration continuum, the collaboration value, a driver for collaboration and collaborative enablers that contribute to the effective management of the relationship. The conceptual discussion is presented with a very comprehensive argument to finally come out with a few models in collaborative study. Austin (2010) furthered his study with a thorough discussion on the value creation in collaborative practices. Austin & Seitanidi (2012) then extended the study by focusing on non-profit business collaborations and related corporate social responsibility. In line with that, several other studies had conceptually highlighted the significant roles of collaborative practices with the need for further empirical testing (AL-Tabbaa, Leach & March, 2014; Edi, 2014; Ep Chedli, 2016; Graci, 2013; Lee, Yun, Kim & Washington, 2018; Suhaili, Palil & Husin, 2018). However, all of the studies unfortunately still lack empirical data to significantly justify the resulting modules hence rendering the need for additional empirical research both quantitative and qualitative, case study and survey to produce greater corroborating evidence.

Secondly, other than the need for empirical testing, there is also a need for methodological testing e.g. via another set of variables or by extending additional mediator and moderator effects such as that done by Sanzo, Álvarez, Rey & García (2014), Mirońska & Zaborek (2018) and (Nolte, 2018). Thirdly, a suggestion for theoretical testing is proposed by the author to complement the comprehensive testing in the collaborative study. Puyvelde (2016) discussed previous literatures on non-profit



organization governance. A wide array of theoretical perspectives are presented that may be useful when studying the governance of non-profit organizations. The underlying idea is that depending upon the governance challenge under consideration, a different combination of theoretical perspectives may be required (Nielsen & Neergaard, 2018). An analytical model is developed based on contributions from partnership literature (Austin, 2000; Austin & Seitanidi, 2012a, 2012b) and the resourced-based view theory. Finally, from the perspective of the study context, some authors suggested to further the discussion and testing to include other countries and industries (Liu, Ko, & Chapleo, 2018; Proulx, Hager & Klein, 2014; Ukko & Saunila, 2019) with a larger sample size for generalization (Bond-Barnard, Fletcher & Steyn, 2018; Den Hond, De Bakker & Doh, 2015).

From the findings shown in the table above, it is indicated that literatures on collaboration study are mostly focused on the context of developed or western countries. However, recent studies in the context of developing countries are beginning to be more prevalent in literature findings. Still, studies on waqf collaborations are glaringly lacking save for some that only focused on the fundamental development of waqf in terms of awareness, governance, issues and challenges. Although waqf collaboration practices between sectors in the industry have been increasing recently, they have not been documented academically to contribute to the body of literature. Thus, it is important for authors in the field to further their research on waqf collaboration practices between SIRC's and other sectors so as to translate the practices into theory.

CONCLUSION

Overall, the findings from this study contribute to the general understanding of how cross-sector collaborations can carry positive effects on waqf properties development in Malaysia, in a manner that leads to sustainable socioeconomic growth and well-being. Consequently, the SIRC's and their partners can efficiently execute their responsibilities and help advance efforts towards sustainable growth in their respective communities and on a nationwide scale.

The findings from the systematic literature review (SLR) conclude that there is tremendous study and growth within cross-sector collaboration literature especially in recent years. This is an indicator that the practice is now showing its significant contributing role to organizations as well as the society. Several of the comprehensive discussions are able to come out with a proposed framework and model that can be used as a guideline for an effective management of the relationship. However, the findings also indicate that there is a need for future studies to carry out empirical testing as well as methodological, theoretical and contextual analysis.

This study makes a significant contribution to the body of literature on cross-sector collaborations that focuses on waqf properties development. Although not all collaboration strategies result in fruitful outcomes, few can serve as a benchmark for future waqf properties development collaborations. This is important as cross-sector collaboration strategy plays a crucial role in resolving waqf properties development



issues i.e. through resources management that will ultimately result in stronger waqf development performance.

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