



House of Performance: Maslahah Balance Scorecard

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Abstract. This paper presents a conceptual review to formulate a holistic performance measurement model for companies. The model formulation adopts the balanced scorecard, issues competition, sustainability, and maqashid sharia in Islamic thought. This paper uses an integrative literature review approach by analyzing, reviewing, and criticizing previous research regarding indicators of sustainable organizational performance. Using cause-effect analysis thinking, a path shows the input-process-output-outcomes flow of sustainable organizational performance indicators. Focus group discussions were conducted with management experts specializing in finance, strategy, marketing, and Islamic economics experts. The formulation results find a holistic concept of a performance measurement model for companies with several measurement instruments that can be used practically. This new concept is given the name House of Performance: Maslahah Balanced Scorecard. The weakness of this article is that it is still a conceptual paper that needs to be tested empirically. This concept is complicated because it is holistic. Applying a research model to be tested in a particular context becomes challenging. This model is perfect when applied as a basis for measuring organizational performance. The organization will obtain a performance map from input-process-output and outcome, which is crucial for the control process and early detection of the company's operations.

Keywords: Balanced scorecard, House of Performance, Maslahah, Maqashid sharia, Performance indicators.

1. INTRODUCTION

Kaplan and Norton, in 1992, theorized about a new management tool (BSC) that could facilitate the integration of strategy and planning by building a chain of interrelated indicators (cause and effect) that could help control key success factors of an organization (Kaplan & Norton, 2005). The starting point for the BSC concept launched by Kaplan and Norton highlights the weakness of measurement based on financial performance alone because it can plunge companies into facing demands for external change, innovation, and continuous improvement. The critical spirit of the BSC concept is about measuring organizational performance. Organizational performance is explained not only as determined based on financial performance achievements but also derived from a series of performances that shape it as a logical flow of thought, such as performance achieved from the customer's point of view (satisfaction, loyalty, market coverage), internal business processes (innovation, technology used), learning and growing (training, employee satisfaction) as a cause and effect (Perramon et al., 2016). Fundamentally, this concept guides organizations in translating the vision and mission into strategies and concrete actions to achieve the vision and mission. The balanced scorecard uses a quantitative and qualitative approach and places organizational performance measures not only from a financial perspective. This concept has been widely adopted by various organizations from various sectors, such as health (Lee et al., 2023; Betto et al., 2022; Shukri & Ramli, 2015; Gurd & Gao, 2007; Voelker et al., 2001), education (De Jesus Alvares Mendes Junior & Alves, 2023; Rompho, 2020; Baporikar, 2015), banking (Esther Akinbowale et al., 2022; Stojkovski & Nenovski, 2021; Al-gamazi & Kaddumi, 2020; Ozturk & Coskun, 2014; Huda et al., 2013); hospitality (Sharma & Bhat, 2022; Fatima & Elbanna, 2020; Phillips & Louvieris, 2005).

The widespread application of the BSC concept generates controversy because of its successful application in various organizations (Tawse & Tabesh, 2023). Several studies have shown positive results from implementing the BSC (Esther Akinbowale et al., 2022; Sir, 2020; Perramon et al., 2016; Shukri & Ramli, 2015). However, several other studies still need to confirm the successful application of this concept in organizations. Empirical research in the private sector and SMEs shows that there are 12 articles (30%) reporting an increase in financial performance measures after the adoption of the BSC, 12.5% reporting failure, and 57.5% being less representative as a methodology; these results indicate that there is little evidence showing success implementation of BSC (Setiawan, 2020). BSC application research in the education sector also failed to confirm the relationship between the resource perspective and internal business processes (Rompho, 2020). Many organizations implementing BSC have failed to achieve their goals or experienced severe problems during implementation. The main limitations are caused by the concept of the BSC not having a transparent relationship with organizational performance, the objectives and definitions of the steps applied exclude vital stakeholders, not having a definition of the critical success factors needed to identify key performance indicators, and four categories limit the view of the organization. It was further explained that in practice, the BSC focuses resources to achieve its goals, causing underutilization of organizational potential outside the BSC target, hindering innovation between organizations; considers an organization as having a hierarchical structure, clearly delineated job responsibilities and one-way linear cause-and-effect relationships; and promote closed innovation (Awadallah & Allam, 2015). The Balanced

Scorecard is unaffected by significant changes in organizational structure, narrowing of focus, and reduced scope over time; processes for changing designs are formalized and embedded in compensation systems. Factors that have remained constant over time are the purpose of the Balanced Scorecard, its use in relative performance evaluations, and its use as a tool for sharing best practices. Two factors that seem to explain why it has persisted are its use as a learning and communication tool and its ability to influence behavior (Malina, 2013).

Performance measurement is an important part that the organization must carry out to continue to control and evaluate the processes. Kaplan & Norton (2005) said that what is measured is what is obtained, so when a company only measures the financial aspect, the company will only earn money, other aspects involved in creating money are neglected, and its contribution to the company is not visible. The measurement of company performance is also a reflection of the company's vision and values, so companies that only use financial measures can be sure that the company has a vision and values based solely on money. The concept of performance measurement based on the balanced scorecard is seen as a perfect performance measurement concept. It is holistic and includes all aspects that need to be measured from organizational performance. It is appropriate to measure the performance of profit organizations, and even for non-profit organizations such as education and health. However, some experts have sharply criticized this concept. Many perspectives on organizational performance measurement have been developed by experts to answer the demands of increasingly complex issues that must be faced by organizations so that performance measures become very diverse. Several researchers have formulated various performance indicators related to the organization's specific issues.

Modifications to the original BSC, which explicitly consider environmental, social, or ethical issues, are often called sustainability-balanced scorecards (SBSCs) (Hansen & Schaltegger, 2016). Performance indicators from implementing a circular economy are formulated to consist of production and consumption, waste management, secondary raw materials, competitiveness, and innovation (Rincón-Moreno et al., 2021). Furthermore, management, operation, quality, economic, social and environmental performance indicators are also formulated (Moktadir et al., 2020); reliability, responsiveness, flexibility, cost, quality, return goods, information, supplier evaluation as supply chain performance indicators (Narimissa et al., 2020); environmental, social and government (Gebhardt et al., 2022); EBITDA, emission score, resource use, environment, social and corporate governance, environmental innovation, product responsibility, CSR strategy, management and shareholder (Varyash et al., 2020). Performance indicators of competitive performance are cost, quality, and delivery (Ahakhatreh & Al-Hawary, 2022).

Along with the growth of Islamic values-based organizations, performance measurement indicators that carry transcendental values of Islamic teachings are also developing. The philosophy adopted combines the achievement of organizational goals with the transcendental dimensions of the world and the hereafter. Islamic performance indicators include profit sharing ratio, zakat performance ratio, equitable distribution ratio (Qard and donation, employees expense, shareholder, net profit), directors-employee welfare ratio, halal income - non-halal income average (Zakaria et al., 2020). The ethical identity index includes vision and mission statement, BOD and top management, products and services, zakat, charity and benevolent, loan commitment toward employees, commitment toward debtors, commitment toward society, and shariah supervisor board (Sumiyati & Vehtasvili, 2021). Islamic performance ratio consists of profit sharing ratio, zakat performance ratio, and equitable ratio (Nugroho et al., 2021). These indicators broaden the repertoire of performance measurement applications. However, almost all approaches used are based on financial measurements, although conceptually, they have adopted specific values such as environmental, social, ethical, or transcendental

Suppose one examines the various existing academic studies. In that case, it is revealed that the application of these indicators in studies is still not holistic because of limitations in methodology or analytical tools that can capture all indicators in one comprehensive model. This limitation needs to be clarified to measure organizational performance because it creates confusion over the selection of concepts to be applied. It should be emphasized that academic study differs significantly from its application in practice. When a construct is stated to be ambiguous, affecting performance, then at the practical level, this construct cannot be ignored. This happens because academic studies are limited by various assumptions, such as model simplicity or methodology.

However, the development of indicators used by various researchers has opened a discourse and led to the need for a reconceptualization of the BSC to be more holistic and appropriately applied in organizational practice with all internal, external, and transcendental dynamic contexts and demands. Roman Schneider Rui Vieira (2010) stated that the development of the BSC concept was made possible by adjusting four typical perspectives by adding other perspectives, such as suppliers, community, government, or others, which encourage awareness about stakeholders. Changes are needed in the BSC and need to be replaced with a new method that reveals the existence of intangible assets such as intellectual capital (Nielsen et al., 2017). This opinion is very interesting to study because the aspects of stakeholder interests and intangible assets are important in realizing organizational performance. This paper aims to rebuild the concept of holistic performance measurement using a balanced scorecard by improving performance measurement by adopting environmental issues of competition, sustainability, governance, and intangible assets. The adoption of these issues is a novelty in this article as an effort to build performance measures that are transcendental and have long-term dimensions, the hereafter as the demands of the external environment and value-based solid organizations. The issue of intangible assets will be

approached with the concept of *maqashid* sharia.

2. LITERATURE REVIEW

2.1. Balanced Scorecard

Practitioners and academics have long observed the need for performance measurement that is not only based on financial performance measurement but already requires non-financial performance measurement. This is due to the demands of an increasingly complex business environment. Thinking about the need for performance measurement from a non-financial perspective is also influenced by the demands of competition in the international arena and the emergence of the concept of total quality management (TQM) (Malina, 2013). Several experts have suggested some recommendations for using non-financial performance measurements, and Kaplan and Norton then introduced the Balanced Scorecard in 1992 with four performance measurement perspectives. BSC uses logical connection cause effect in the application of four perspectives (financial, customer, internal business processes, and learning and growth) that enable organizations to detect variations in demand or inefficiencies in internal processes to deal with complex and dynamic external environmental challenges (Perramon et al., 2016). Sir (2020) conveys some of the main concepts of the BSC concept as it was initially launched: four performance measurement perspectives in short-term and long-term dimensions, external and internal standards of the company, as well as the desired structure and the results of the facts. The indicators used for the four perspectives are: 1. Financial: sales, return on assets, debt ratio, earnings per share, return on investment, net profit margin; 2. Customers: customer satisfaction, market share rate, profit per customer, customer retention rate, customer increasing rate; 3. Internal process: number of new service items, customer complaints, transaction efficiency, rationalized forms and processes, management performance, sales performance; 4. Learning and growth: responses to customer service, professional training, employee stability, employee satisfaction, organizational competence. Several studies report using these four perspectives with adjustments to the research context. Learning and growth use indicators of responses to customer service, professional training, employee stability, satisfaction, and organizational competence. Several studies report the use of these four perspectives with adjustments to the research context (Lee et al., 2023; Esther Akinbowale et al., 2022; Stojkovski & Nenovski, 2021; Al-gamazi & Kaddumi, 2020; Baporikar, 2015).

2.2. Competition

Feyerlein (2017) conveyed that five strategic elements can be used to improve company performance, especially for multinational companies. The five elements are beneficial proposals, commercial excellence, leadership aspirations, gaining competitiveness, and ecological sustainability. For the current conditions, when the industrial revolution 4.0 is taking place, these five elements are appropriate for use by multinational companies that operate globally, but are appropriate for use by all existing companies, because all companies today are essentially multinational companies and operate globally. Other research uses economic, social, and environmental competitiveness to indicate competitive performance (Mira et al., 2016).

Beneficial proposals mean that the company faces a customer situation that wants an individualized product, so its ability to provide value-added products and services and specific offers is a measure of its long-term performance. Commercial excellence means that companies must be able to present the right products and services in the right markets. Measures that can be used for this element are market coverage, namely the company's ability to serve its market. Leadership aspiration means that companies must be able to play a role both in the short term and in the long term to build markets to guarantee the value of products and services presented in growing markets and affect the level of competition in the long term. Performance measures that can be used are market dominance, the ability to enter new markets, and the ability to adapt to current markets. Gaining competitiveness means the ability to achieve competitiveness. This element can be measured by increasing unique selling propositions (USP), improving the company's value chain, maintaining product and service attributes, and optimizing the price-performance ratio. The last element is ecological sustainability. Given the increasing demand for environmental problems, this element needs to be considered. Climate change (Climate change) and the scarcity of resources and fossil energy significantly impact companies of any type. Companies need to be prepared to anticipate both external demands and because of internal awareness.

2.3. Corporate Governance

Corporate governance is a practical framework related to monitoring, regulating, and controlling the company that enables internal and external mechanisms to achieve the company's stated goals (Guluma, 2021). Corporate governance can be divided into two: internal and external mechanisms. Moreover, internal mechanisms are divided into boards, managers, shareholders, debt holders, employees, suppliers, and customers, and external mechanisms include the communities in which the company operates, social environment and politics, and laws and regulations owned by companies and governments (Gillans, 2006). The balance and effectiveness of internal and external corporate governance practices can improve the company's operational performance (Dharmastuti & Wahyudi, 2013). Better integrated and complete governance mechanisms with a multidimensional theoretical view (de Villiers & Dimes, 2021).

Corporate governance performance can be proxied by adherence to rules. Companies must comply with various regulations from the government and unwritten rules that apply in society and certain business areas. This obedience performance is often ignored because it is considered a necessity. However, obedience is a performance that needs to be explained as a company achievement. Some compliance indicators are fulfilling specific standards embodied by certificates or licenses, such as business licenses, halal certificates, ISO certificates, green company certificates, and competency certificates.

2.4. Maqashid Sharia

Imam Al-Ghazali is the first scholar to convey the concept of *maqashid sharia* (Sarif & Ahmad, 2018). The main objective of Islamic law (*Maqashid Sharia*) is to realize human welfare, which lies in the protection of religion (*dien*), soul (*nafis*), reason (*aql*), offspring (*nasl*), and wealth (*maal*). M. Umer Chapra (2001) conveyed that the principles of Islamic economics are as follows: everything in this universe was designed and created intentionally by Allah SWT, not by chance, and everything must have a purpose. This purpose gives meaning to the existence of the universe, including humans, who are one of its inhabitants. 2. The caliph principle, namely that humans are the caliphs of Allah SWT on earth. Humans are equipped with physical and spiritual means to play an influential role as His caliph. The implications of this principle are universal brotherhood, resources, trust, a simple lifestyle, and human freedom. 3. The principle of justice is one of the primary missions of Islamic teachings.

Abidin (2019) said that *maqasid sharia* was established as a new independent scientific discipline after the emergence of As-Syatibi, which was then developed by scientists with a change in approach from previously only a *fiqh* approach to a modern approach. This concept has been adopted in various scientific disciplines, including medicine, social, and other sciences that support legal conclusions. *Maqasid sharia* is the wisdom of what Allah reveals about the law to be used as a universal value. According to the terms, Al-Syatibi stated, "The realization of sharia aims to provide goodness for people in the world and the hereafter." From this understanding, it can be said that the purpose of sharia, according to Al-Syatibi, is the benefit of humanity. Furthermore, he stated that none of the laws of Allah SWT has no purpose because the law does not have the same purpose as imposing something that cannot be carried out. *Maslahah*, in this case, is defined as everything related to human sustenance, the fulfillment of human livelihood, and the acquisition of what is demanded by their emotional and intellectual qualities in an absolute sense. The obligations in sharia concern the protection of *maqashid al-shari'ah*, which aims to protect human welfare. Human benefit can be realized if the five main elements of human life can be realized and maintained: religion, soul, mind, lineage, and wealth. Within this framework, he divides *maqashid* into three levels: *dharuriyat*, *hajjiyat*, and *tahsiniyat*. In an absolute sense, it means everything that concerns human sustenance, fulfillment of human livelihood, and the acquisition of what is required by its emotional and intellectual qualities.

Dharuriyat is a necessity and a foundation for upholding human welfare in the world and in the hereafter, which includes the maintenance of the five main elements in human life, namely religion, soul, intellect, lineage, and wealth. Ignoring the five essential elements will cause damage to the earth and actual losses in the hereafter. *Hajjiyat* is intended to facilitate life, eliminate difficulties, and make better maintenance of the five essential elements of human life. *Tahsiniyat*, the goal is for humans to do their best to perfect the maintenance of the five essential elements of human life. It is not intended to eliminate or reduce various difficulties but only acts as a complement, illumination, and decoration of human life. *Dharuriyat*, *hajjiyat* and *tahsiniyat* have a strong correlation. From the results of his study in more depth, Al-Syatibi presented the correlation between *dharuriyat*, *hajjiyat*, and *tahsiniyat* as follows: *Maqhasid dharuriyat* is the basis of *maqhasid hajjiyat* and *maqhasid tahsiniyat*. a. Damage to *maqhasid dharuriyat* will also bring damage to *maqhasid hajjiyat* and *maqhasid tahsiniyat*. Conversely, damage to *maqhasid hajjiyat* and *maqhasid tahsiniyat* cannot damage *maqhasid dharuriyat*. b. Damage to *maqhasid hajjiyat* and *maqhasid tahsiniyat*, which is absolute, can sometimes damage *maqhasid dharuriyat*.

2.5. Sustainability Organizational Performance

Organizational performance is the organization's capacity to access and handle organizational resources to achieve its goals (Smriti & Das, 2018). Performance is the cumulative output of all activities carried out by an organization as a multidimensional construct that is influenced by various organizational strategies and activities (Alrowwad, 2020). Organizational performance refers to the extent to which an organization is positioned effectively in the business market, with a range of information, financial, and human resources (Conțu, 2020). The rapidly changing environmental dynamics mean company performance is no longer sufficiently measured by past-oriented financial performance and cannot always accommodate all stakeholders. The concept of sustainable organizational performance is more appropriate to apply because it accommodates stakeholder interests. Sustainable is a concept based on creating a balance between the principles of integrity (environment), equality (society), and prosperity (economy), which was then initiated as the concept of "Triple bottom line" (TBL)-people, planet, profit (Correia, 2019). Jha & Rangarajan (2020) and Rahi et al. (2022) define it from an ecological, social, and governance perspective. Meanwhile, company sustainable performance is an objective and multifaceted measure of company performance, taking into account overall sustainability performance and how it is built for

the Triple Bottom Line (TBL) – namely economic, environmental, and social aspects (Wasiq et al., 2023; Madhavan et al., 2022; Laskar et al., 2017). Economic indicators are measured by return on assets and equity. Jha & Rangarajan (2020); Rahi et al. (2022) using disclosure of environmental and social aspects. Lahouirich et al. (2022) and Alathamneh & Al-Hawary (2023) combine financial and non-financial performance. Further thinking shows that the TBL concept developed into the Pentaple Bottom Line (PBL) or 5 Ps, namely, planet, people, profit, phenotechnology, and prophet (Ganis Sukoharsono, 2019). Phenotechnology is the fact that information technology phenomena exist, which must be essential to maintaining the company's survival. Meanwhile, the prophet is spiritually and mentally balanced in maintaining organizational life.

Organizational performance indicators can be grouped into several measures, namely financial performance (Bayo-Moriones et al., 2021), non-financial (satisfaction, market coverage, quality, etc.) (Kaplan & Norton, 2005; Moktadir et al., 2020), social and environmental (quality of waste management, environmental innovation, technology adoption, social and corporate governance and others) (Moktadir et al., 2020; Narimissa et al., 2020; Varyash et al., 2020; Rincón-Moreno et al., 2021; Gebhardt et al., 2022; Ahakhatreh & Al-Hawary, 2022), as well as spiritual (*maslahah*, justice, education) (Zakaria et al., 2020; Sumiyati & Vehtasvili, 2021; Nugroho et al., 2021; A. Firdaus, 2021; Wahyuni et al., 2020).

3. METHODOLOGY

This paper is a conceptual paper that uses an integrative literature review approach (Snyder, 2019). This method is carried out by analyzing, reviewing, and criticizing previous research regarding indicators of sustainable organizational performance. Using cause-effect analysis thinking, a path is developed that shows the input-process-output-outcomes flow of sustainable organizational performance indicators. Focus group discussions were conducted with management experts specializing in finance, strategy, marketing, and Islamic economics experts. The FGD method allows researchers to collect participants' attitudes and perceptions, knowledge and experiences, and practices shared in interactions during discussions (Peter van Eeuwijk and Zuzanna Angehrn, 2017).

4. RESULT

4.1. Proposed Model

The company is part of the human effort to create added value to life. As one of the cogs of the economy, the company is a way for humans to prosper in the world as a function of humans assigned by God to be present in this world. For this reason, the company should be a means for humans to realize the benefit of the world broadly, not only the benefit of the owner, so that *maslahah* will be created. Detection to measure the existence of a company carrying out its function as a means of worship to Allah leads to the adoption of performance measures that can represent this. Financial performance alone cannot describe the company's role in carrying out this function. Therefore, the following is a holistic performance measure formulated to provide a more precise picture of the company's achievements.

At the input level, the learning and growth dimensions are taken from the balance scorecard and supply chain concept. These two components are company inputs that will be processed to produce products and services. The internal business process is the level at which the company conducts its operations, which is the operational core. However, in this process, the company is overwhelmed by various things that must be accommodated for the smooth operation of the company in carrying out these internal business processes. The demands of corporate governance, namely governance and compliance with regulations, are a separate problem for companies, so performance at this point is essential. It is also important to map and measure competition because it is at this point that a company's strength is determined to realize its resilience in managing competition. The next aspect is sustainability, a global demand that companies must accommodate, and their achievements are measured. Next is the customer aspect. Customers are not only measured by the amount they buy from a company's products and services. However, it needs to be measured more than that, such as the level of satisfaction and behavior before and after purchase. All process dimensions are critical to mitigate their performance because they will be able to provide an early warning to achieve financial performance as the expected output. The five main elements of human life, namely religion, soul, mind, lineage, and property, can be realized and maintained as the ultimate performance (*maslahah*). The proposed model is named House of Performance: *Maslahah* Balanced Scorecard as presented Figure 1.

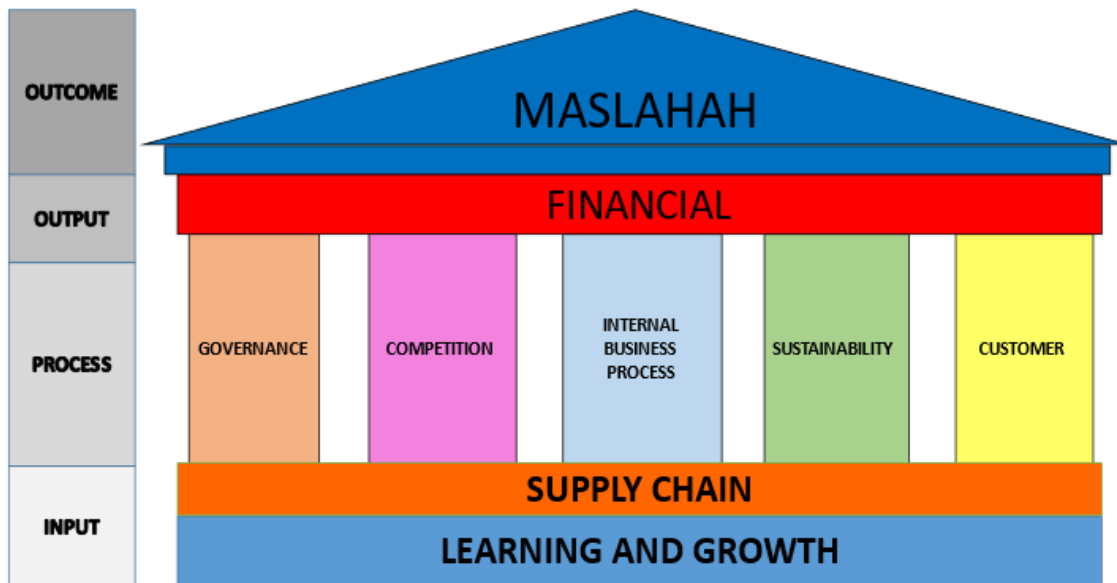


Figure 1: House of Performance: *Maslahah* Balanced Scorecard

House of performance is a logical flow of input-process-output and outcome. Based on the house of performance flow, a new, more holistic performance measurement concept is then developed as presented in the following Table 1.

Table 1: Holistic Performance Indicators

Indicators	Indicator Formulation
OUTCOME	
Maslahah:	
The impact of corporate spirituality on society	Quality of worship of the community around the company.
Community Education	Have distributed educational assistance programs.
Degree of economic dependence	Several employees and their families who depend on the company for their economic livelihood/number of regional residents.
Public welfare	Contribution to GDP / GRDP sector-sub-sector: sales/GDP (GRDP sector-sub-sector).
The company's impact on the quality of people's social life:	The level of crime in the community around the company.
Absorption of labor from the workforce around the company	The level of social problems that arise in the community around the company. The number of workers who come from the environment around the company/the number of workers employed.
OUTPUT	
Finance:	
Sales	Sales volume
Return on assets	Asset rate of return
Debt ratio	Debt to equity ratio
Earnings per share	Price per share
Return on investment	The rate of return on investment
Net profit margin	Net profit
PROCESS	
Consumer:	
Customer satisfaction	Customer satisfaction index
Market share rate	Company assets/industrial assets
Profit per customer	Profit per consumer
Customer retention rates	The number of surviving consumers
Customer increasing rate	The total increase in consumers
Customer loyalty	Customer loyalty Index
Internal business processes:	
Operational efficiency:	R&D expense/Total expense R&D/Revenue expenses Income/Total assets Profit/Total assets
Customer complain	Damaged product repair expense/total expense
Operational achievement:	Number of management awards Level of understanding of employees and stakeholders on the vision, mission, and work programs. Quality of target achievement (proportion of performance target achievement)
Sales performance	Acquisition of new customers (promotional expenses/new customers)
Technology adoption:	R&D / Total load ratio Technology load/Total load Quality and quantity of application software used.

Innovations:	New products are launched every specific period. Implemented new process
Sustainable development:	
Company social responsibility	CSR/Profit fund ratio
Green Company	The ratio of electricity, water, office supplies/Total load
Environmental impact:	Environmental Impact Assessment Certificate Environmental conservation expense/Total expense Environmental conservation expense / Total revenue
Gender equality:	The ratio of female employees/Number of employees Salary gap for female employees/salary for male employees
Disability equality	The ratio of employees with disabilities/Total employees
Green Company	Ratio of electricity, water, office supplies/Total expense
Competition:	
Market shares	Total company assets/Industry total assets
Product differentiation	Number of product variants and product features
Value products	Total customer cost/Total customer benefit
Value chains	Value chain quality, action plan for potential trouble spots.
Quality cost	Cost of raw materials/Cost of goods sold
Market coverage	Distribution of branch offices/marketing areas
Top-mind brands	Index top-of-mind branding
Product competitiveness	Relative performance compared to competitors in terms of price, social, and environment.
Corporate Governance:	
Taxes	Amount of tax paid / State revenue from taxes
Quality assurance:	Halal certification Ingredient certification Compliance with Sharia principle. Compliance with sustainability issue Conformance of the structure with the rules and appropriateness of competence. Quality of a controlling committee/section/unit.
INPUT	
Learning and growth:	
Employee quality:	Level of education Ownership of competency certification Education and training expense/Total expense
Employee stability	Turn-over rate
Employee satisfaction	Employee satisfaction index
Supply chain:	
Reliability	Number of orders/number of orders fulfilled
Responsiveness	Time of order/time of order arrival
Flexibility	Trends in the number of orders
Cost	Prices are relative to the prices of competing suppliers.
Quality	Grade quality material
Return goods	The number of materials ordered / the number of materials returned
Information	Clarity of supplier information
Supplier evaluations	Performance rating

5. DISCUSSION

This paper presents a conceptual review to formulate a holistic performance measurement model for companies. This paper is essential for providing insight into studies of company performance that need to accommodate things broader than financial measures alone. Adopting essential issues that are developing needs to be presented as performance and as a form of company attention to the issue. Balanced scorecard (Kaplan & Norton, 2005) as a performance measurement concept that accommodates financial and non-financial performance needs to be expanded to accommodate issues required by stakeholders such as sustainability (ESG) (Gebhardt et al., 2022); (Varyash et al., 2020); (Moktadir et al., 2020), competition (Ahakhatreh & Al-Hawary, 2022), supplier (Narimissa et al., 2020), environment, social and ethical (Hansen & Schaltegger, 2016), Islamic value (Sumiyati & Vehtasvili, 2021); (Zakaria et al., 2020) which will have the potential to build the company's sustainable performance. The results of this research present conceptual insights that provide critical managerial implications, namely the need for companies to measure performance during the process that occurs in changing inputs into outputs and the resulting outcomes.

Performance mapping using the house of performance model along the input-process-output-outcome stages is needed to mitigate the performance achieved at each stage. Mapping using the house of performance model is also very necessary to detect potential problem points so that prevention methods can be identified precisely so that they do not spread to the next process which will disrupt performance at the next stage. Early detection on the performance measurement map is also important to know the starting point of success so that appropriate reward management is given to those who contributed to this achievement. Even though it is a little complicated, implementing the house of performance model will really help management implement a fair, transparent and responsible work culture. The value of commitment to achieving final results can also be built because all parties involved can access their respective performance and contributions transparently. The required condition is to integrate performance measurement into the organization's routine activities in a gradual but structured and

transparent manner. Share value and education related to implementing this automatic performance measurement model are very much needed at its initial application stage. Accommodating long-term outcomes that accommodate Islamic teachings' values (the *maslahah* concept) with dimensions of the world and the hereafter makes this model unique.

It is no longer recommended that the performance measurement process be carried out only at the end of the process and with a purely financial performance approach because process measurement can provide an early warning system for all potentials that may occur at the end. Unfortunately, this research has limitations because it is still a conceptual paper that needs to be applied and tested empirically. Information technology assistance can facilitate the implementation of the house of performance model which can be accessed by all members of the organization and stakeholders involved fairly and transparently. Therefore, further research will be more useful if the emphasis is on building an information technology system from this house of performance model so that it can be applied in organizational practice.

6. CONCLUSION

The conclusions from this presentation are as follows: 1. Organizational performance measurement is changing dynamically due to the influence of the corporate environment, which can no longer be accommodated only from a financial and quantitative perspective. 2. The organization's concern and involvement in accommodating the developments in its environment requires a performance disclosure model that also presents aspects outside of mere financial calculations. 3. This disclosure is essential to guarantee that the organization provides relevant information for stakeholder decision-making. This disclosure is also essential as the company's media shows evidence of its involvement and attention to the issues presented.

7. LIMITATIONS AND FUTURE RESEARCH

The weakness of this article is that it is still a conceptual paper that needs to be tested empirically. This concept is complicated because it is holistic. At the academic level, applying a research model to be tested in a particular context becomes challenging. The model's simplicity becomes a separate problem considering the limitations of statistical analysis tools developed and mastered by researchers. The problem of data availability can also be a significant obstacle that requires robust access and a long time to be able to obtain data that is quite complete according to the model. A possible suggestion is to break the study into several parts of the model to make research more accessible. The model fragments are then combined to obtain a holistic study result. Organized and integrated research management is the key to the success of a holistic study. This kind of research method has never been reported as short as it has been traced. For that, it requires courage to start and is a challenge for researchers in the future. Quantitative and qualitative research are good alternatives to capture a growing issue.

Despite the complexity of academic studies, this model is perfect when applied as a basis for measuring organizational performance. Digitization technology assistance is needed to support the application of this holistic model.

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