Performance Analysis of Sharia Banking Using The Educatian Prism Method: Case Study Pt. Bank Muammalat Sumatera Utara

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ABSTRACT

Using the education prism method, this study aims to determine and analyze the education of Islamic banking at PT. Bank Muammalat. The education Prism method is a performance measurement model that depicts organizational education as a three-dimensional shape (prism) with five sides. This model considers satisfaction, stakeholder contribution, process, and company capability in addition to strategy. This is a quantitative study with a descriptive approach. The results showed that PT. Bank Muamalat education is already good, as evidenced by the overall Total Index value of 6.2331. Whereas a score of 6-7 indicated that the resulting education was good according to the provisions of the OMAX Achievement Target.
Keywords: Sharia Bank, Performance, Performance Prism Method

A. INTRODUCTION

Education measurement seeks to ascertain the extent to which the educations development has been accomplished. Knowledge of current conditions is the foundation for the education to make improvements and take the next steps (Bahrul, 2018). Education appraisal is important in the business world because it can determine the effectiveness of establishing a strategy (Neely, 2009). Education evaluation can detect weaknesses and deficiencies that are still present in the education, allowing for future improvements (Agustina & Riana, 2011).

Bank Muamalat is one of the Sharia Business Units (UUS) whose goal is to open a sharia savings account for the community (Badri, 2019). Bank Muamalat presence as a bank that combines spiritual values and business ideals, and is a new banking solution in Indonesia (Wibisono, 2011). Bank Muamalat continues to use traditional education measurement, which is visible from a financial standpoint in the form of income statements, cash flow, and so on (Neely, 2009). As shown in Table 1, the following data pertains to the achievement of education profits.

Table 1. Description of the Company's Profit/Loss Performance Table

Year	Income	Burden	Profit
2017	199.692.115.786	93.042.754.716	106.649.361.070
2018	237.670.598.938	99.356.602.683	138.313.996.255
2019	240.827.666.054	155.147.143.18	85.680.522.866
2020	147.618.570.497	72.529.048.296	75.089.522.201

Based on Table 1, it can be seen that the educations achievement increased in 2019, which was not followed by a decrease in education, and that education decreased in 2020, because the education's also decreased, indicating that the performance of Bank Muamalat from 2019 to 2020 fell short of expectations (Desjuneri et al., 2021).

Currently, Bank Muamalat performance measurement system employs only the traditional performance measurement system, which is commonly used by traditional management to assess education (Muchtar & Rofi, 2020). Because it is easier to implement, Bank Muamalat has only emphasized the financial aspect as a benchmark for measuring a education thus far. Indeed, the purpose of forming a company is to become a business that generates profits as measured in nominal money while operating (Azizy, 2004). However,

education measurement that only focuses on financial aspects is thought to be ineffective in informing future efforts (Dwiastutiningsih & Apriani, 2022).

Because the education environment is changing faster and competition is increasing, it is necessary to assess overall education from both financial and non-financial perspectives. The Balanced Scorecard, Integrated Performance Measurement System (IPMS), and Performance Prism are examples of integrated performance measurement system models that are widely used in the industrial world (Nurcahyanie, 2008).

The Performance Prism is a performance measurement model that depicts organizational performance as a 3-dimensional shape (prism) with 5 facets. The Performance Prism model's performance measurement system aims to improve on previous models, such as the Balanced Scorecard (Zusan & Pratiwi, 2012). This model considers stakeholder satisfaction and contribution, process, and company capability in addition to strategy.

B. LITERATURE REVIEW

1. Education Prism

Education Prism is a performance measurement model that describes the organizational education as a three-dimensional construct (prism) with five side areas: stakeholder satisfaction, strategy, process, capability, and stakeholder contribution. (Neely, 2009). The education measurement used is derived from the entity's vision and strategy, which is translated into five education prism perspectives to form a education prism framework. Furthermore, the education's stakeholders will be identified in order to determine their wants and needs, and education measurements will be performed on each education's stakeholders. When compared to the Balanced Scorecard, the advantages of education prism lie in the consideration of the education's stakeholders, which are derived systematically beginning with the factors underlying customer satisfaction and ending with the contributions made by these stakeholders. While the education prism model's weakness is that it lacks a standard measurement system. As a result, a success map is used to help facilitate strategies, processes, and capabilities to achieve stakeholder satisfaction and determine the contributions made by stakeholders. A success map's purpose is to identify the relationship between prioritized stakeholders and the organization's wants and needs (strategy, processes and capabilities).

Education prism has five interconnected performance perspectives, which are as follows:

a. Stakeholder Satisfaction

Who are the stakeholders in the organization, and what are their wants and needs? Consumers, workers, suppliers, owners/investors, as well as the government and surrounding communities, are all considered stakeholders. Companies must strive to provide satisfaction for what their stakeholders want and need, as well as communicate effectively with them, in order for stakeholders to properly carry out their roles for the company's success.

b. Strategy

What strategies are required to satisfy stakeholders' wants and needs? In this case, strategy is required to measure organizational performance because it can be used as a monitor (reference) to what extent organizational goals have been met, allowing management to make quick and appropriate decisions to improve organizational performance.

c. Process

What procedures are required to carry out the established strategy? The process here is compared to a success machine: how to make the organization capable of generating high income with the lowest possible expenses, such as by optimizing the procurement system.

d. Capability

What capabilities are required to run the current process? Capabilities or abilities refer to the organization's capabilities, which include its resource expertise, business practices, use of technology, and supporting facilities. This organizational capability is the most fundamental foundation that an organization must have in order to compete with other organizations.

e. Stakeholder Contribution

What contributions do businesses require and desire from stakeholders in order to develop their capabilities? To determine what should be measured, which is the ultimate goal of performance measurement using this Performance Prism model, the organization must consider what its stakeholders want and need. Because an organization is said to have good performance if it is able to communicate what it wants to stakeholders who have a significant impact on their organization's survival.
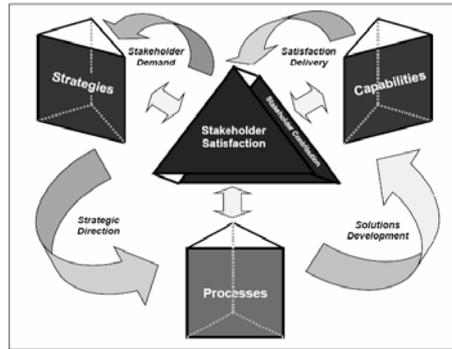
Figure 1 Relationship between Performance Prism perspectives

2. Education Dashboard

The education dashboard is an efficient method for producing reports that include a set of education Key Performance Indicators (KPIs) presented in visual formats such as graphs, charts, and tables (Alexander, 2007). Because top management has limited time, reports will be easily understood using this method. Furthermore, top management will find it easier to take action and anticipate any changes that appear in the report, allowing businesses to identify steps they can take and potential threats. As a result, the company's condition can be clearly and easily monitored.

C. METHODS

This study takes a descriptive quantitative approach. Whereas quantitative research is research that relies heavily on numbers, beginning with data collection, data interpretation, and the presentation of results. A descriptive method of research aims to describe the research findings. Interviews and questionnaires were used to collect data. The quantitative data analysis technique was used in this study. This technique is used to determine how the performance of PT. Bank Muamalat is analyzed using the education prism method using data obtained by the author from observations, interviews, and supporting documents during the research (Ningsih, 2015).

D. RESULTS AND DISCUSSION

1. Education Measurement System Design Analysis

The following steps are required to measure performance using the education prism method: (1) Identifying stakeholders and their needs and contributions; (2) Identifying strategies, processes, capabilities, satisfaction, and stakeholder contributions; and (3) Identifying Key Performance Indicators (KPIs). This stage is carried out by brainstorming

about previously identified strategies, processes, capabilities, satisfaction, and contributions of stakeholders. Based on the previous identification results (Iman & Widodo, 2016).

The identification results yielded 38 KPIs, which included: To begin, Shareholder Stakeholders, there are 13 KPIs, which include two satisfaction KPIs, two contribution KPIs, three strategic KPIs, three process KPIs, and three capability KPIs. Second, there are 14 KPIs for employee stakeholders, including two satisfaction KPIs, two contribution KPIs, four strategic KPIs, three process KPIs, and three capability KPIs. Third, there are 11 KPIs for Customer Stakeholders, including two satisfaction KPIs, two contribution KPIs, three strategy KPIs, two process KPIs, and two capability KPIs. Fourth, there are 13 KPIs for government/community stakeholders, including three satisfaction KPIs, two contribution KPIs, three strategy KPIs, two process KPIs, and three capability KPIs (Hadinata, 2018).

2. Stakeholder Weighting Analysis

The weight of each stakeholder will be determined by the results of the calculations in the pairwise comparison matrix, as shown in table 2 below:

Table 2. Pairwise Comparison Weight Results between Company Stakeholders.

Stakeholder	**Bobot**	*Consistency Ratio*
Shareholders	0,2630	
Employee	0,2316	0,0293
Customer	0,3203	
Government/Society	0,1851	

According to the table above, customer stakeholders have the highest weight, with a value of 0.3203. The results of this weighting yielded a consistency ratio value of 0.0293, where the value was 0.1, indicating that there is no inconsistency in the pairwise comparisons performed (Purwitasari, 2011). Customer stakeholders carry the most weight, indicating that PT. Bank Muamalat places a high value on customers when it comes to implementing strategies, processes, capabilities, contributions, and existing customer satisfaction (Ulum, 2013).

3. Analysis of Education Value

The acquisition of PT. Bank Muamalat is 6.2331, as measured by the education prism method on a scale of 10. So, while the performance conditions of these banks are generally favorable, there are a few that have fallen short of expectations and must be improved.

Table 2. Key Performance Indicator (KPI) Identification of Strategy, Process, Capability, Satisfaction and Stakeholder Contribution

	Stakeholder Satisfaction	
No	**Stakeholder**	**Indicator**
1	Shareholders	ROA
		ROE
2	Employee	Health Insurance Guarantee
		Labor Welfare Level
3	Customer	Customer Satisfaction Level
		Number of Customer Complaints
4	Government/Society	Increasing the Speed of Teller Services to the Community
		Job Creation Rate
		Number of Social Activities carried out by the Company

	Stakeholder Contribution	
No	**Stakeholder**	**Indicator**
1	Shareholders	Shareholder ideas/suggestions implemented
		Investment increment rate
2	Employee	Employee Discipline Level
		Employee Loyalty Ratio
3	Customer	The Number of Clients Who Use The Firm's Services
		Criticism And Suggestions from Customers
4	Government/Society	Ideas And Suggestions from The Government
		The Number of People Participating In Socialization For The MSME Program

	Stakeholder Strategy	
No	**Stakeholder**	**Indicator**
1	Shareholders	Compliance level and company health
		Increase in company profits
		Achievement of Good Corporate Governance Practices

		The level of employee productivity when facing work
2	Employee	Labor welfare level
		Promotion policy for employees
		The growth rate of the company's HR quality
		Increasing the implementation of services in accordance with the Company's work culture
3	Customer	Increasing customer satisfaction
		Increasing the speed of teller service to customers
		The level of development of excellent facilities and services for customers
		Increase in the number of awards received by the Bank from the government
4	Government/Society	Improving good cooperation with academics
		Level of social activity through CSR programs

Stakeholders Process

No	Stakeholders	Indicator
1	Shareholders	Unlawful dismissal of employees
		Service quality improvement
		Increased supervision by dual control
2	Employee	Performance Appraisal in One Year
		Granting Promotions Based on The Performance of The Employees
		Training Planning in The Field Of Banking Business
3	Customer	Monitoring of customers
		Ease of use of existing facilities and services
4	Government/Society	Reporting of employment activities
		The number of apprentices accepted as apprentices at PT. Bank Muamalat

Stakeholder Capability

No	Stakeholder	Indicator
1	Shareholders	Clear performance regulations and obeyed by all employees
		The number of new customers
		Optimizing efforts to provide understanding and awareness of the importance of integrity and responsibility of employees of PT. Bank Mumalat

2	Employee	The percentage increase in the budget for outstanding employees
		Provided retirement budget
		The number of trainings attended by employees in the field of banking business
3	Customer	Ratio of customer complaints served
		Effectiveness of online services
4	Government/Society	There is a recruitment program plan with its realization
		the existence of expert handling staff related to apprentices
		social donations and sponsorship given to community activities

Table 3. OMAX Stakeholder Scoring Shareholders

KPI	1	2	3	4	5	6	7	8	9	10	11	12	13
1Performance	2,00	16,67	1	11,20	2	19,83	2	1	100	1	5	283	1
10	2,50	20	2	16	1	22	1,142	3	100	1	5	350	1
9	2,408	19,215	1,858	15,858	1,142	21,715	1,284	2,858	100	1	5	342,858	1
8	2,316	18,43	1,716	15,716	1,284	21,43	1,426	2,716	100	1	5	335,716	1
7	2,224	17,645	1,574	15,574	1,426	21,145	1,568	2,574	100	1	5	328,574	1
6	2,132	16,86	1,432	15,432	1,568	20,86	1,71	2,432	100	1	5	321,432	1
5	2,04	16,075	1,29	15,29	1,71	20,575	1,852	2,29	100	1	5	314,29	1
4	1,948	15,29	1,148	15,148	1,852	20,29	1,994	2,148	100	1	5	307,148	1
3	1,85	14,5	1	15	2	20	2	2	100	1	5	300	1
2	1,734	14	0,667	13,34	2,142	19	2,333	1,334	96,667	0,667	3,334	266,667	0,667
1	1,618	13,5	0,334	11,68	1,284	18	2,666	0,668	93,334	0,334	1,668	233,334	0,334
0	1,50	13	0	10	3	17	3	0	90	0	0	200	0
Level (Score)	5	6	3	1	3	3	3	2	10	10	10	3	10
Bobot (Weight)	0,0430	0,0118	0,0204	0,0204	0,0152	0,0166	0,0093	0,0335	0,0138	0,0283	0,0200	0,0160	0,0148
Value	0,2150	0,0708	0,0612	0,0204	0,0456	0,0498	0,0279	0,0670	0,1380	0,2830	0,2000	0,0480	0,1480

Table 4. Customer Stakeholder OMAX Scoring

KPI	1	2	3	4	5	6	7	8	9	10	11
Performance	88	3	85	357	4	100	97	3	88	100	90
10	100	3	100	360	4	100	100	3	100	100	100
9	100	3,285	100	358,572	3,858	100	98,572	2,858	100	100	100
8	100	3,57	100	357,144	3,716	100	97,144	2,716	100	100	100
7	100	3,855	100	355,716	3,574	100	95,716	2,574	100	100	100
6	100	4,14	100	354,288	3,432	100	94,288	2,432	100	100	100
5	100	4,425	100	352,86	3,29	100	92,86	2,29	100	100	100
4	100	4,71	100	351,432	3,148	100	91,432	2,148	100	100	100
3	100	5	100	350	3	100	90	2	100	100	100
2	93,334	5,333	9,6670	316,667	2,334	93,334	83,334	1,334	90	91,667	93,334
1	86,668	5,666	83,333	283,333	1,668	86,668	76,668	0,668	80	83,334	86,668
0	80	6	75	250	1	80	70	0	70	75	80
Level (Score)	1	10	1	8	10	10	8	10	2	10	2
Bobot (Weight)	0,0340	0,0098	0,0399	0,0342	0,0102	0,0274	0,0208	0,0233	0,0350	0,0314	0,0544
Value	0,0340	0,098	0,0399	0,2736	0,1020	0,2740	0,1664	0,2330	0,0700	0,3140	0,1088

The Traffic Light System calculated a total education index value of 6.2331 based on the OMAX value scoring for each stakeholder. Overall, the edcation's performance is

good; the education already has the expertise required to carry out the performance so that it can work effectively (Andriana & Rini, 2018).

E. CONCLUSION

Based on the findings of data processing and analysis, the research paper titled education analysis of PT. Bank Muamalat was created. Several conclusions can be drawn from the education prism method that the design results of performance measurement at PT. Bank Muamalat with Performance Prism in the form of 49 KPIs, including 13 KPIs from the perspective of Shareholders, 13 KPIs from the perspective of Employees, 11 KPIs from the perspective of Customers, and 12 KPIs from the perspective of Government/Society. According to the results of the education prism method analysis, PT. Bank Muamalat has achieved good overall performance with a total index of 6.2331, indicating that the education has achieved realistic targets and is expected to be maintained and has initiatives to improve its education.

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