

Baldrige Excellence Framework: Leadership, Strategic, and Muzaki Focus for Growing Institutions (Case Study: Rumah Amal with Evaluation in 2023)

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ABSTRACT

Zakat is a form of worship that is obligatory for every Muslim to donate part of their wealth if they meet the haul and nishab requirements. Zakat management must be carried out professionally and accountably. Rumah Amal is one of the institutions that manages zakat, infak, and other social-religious funds. From 2016 to 2022, Rumah Amal used the Baldrige Excellence Framework method to improve its excellent performance. The scoring method is a process that involves writing a Manajemen Kinerja Ekselen Application document and answering questions for each category with the Approach, Deployment, Learning, and Integrate (ADLI) formula. After that, an assessment, evaluation, and site visit were carried out by the assessor team to get a score on Strength and Opportunity for Improvement (OFI) as feedback and recommendations. The study limitations are emphasized on a key category consisting of Leadership, Strategic, and Muzaki Focus. In the evaluation of 2016, 2017 to 2023, the Leadership received an assessment score of 45% (2016), 58% (2017), and 2023 of 78.2% equivalent to 93.84/120 points. The Strategic received an assessment score of 23% (2016), 36% (2017), and 2023 of 61% equivalent to 51.85/85 points. While Muzaki Focus received an assessment score of 23% (2016), 41% (2017), and 2023 of 77% equivalent to 65.45/85 points. As a strength, every year Rumah Amal experiences growth in fundraising with an average growth for 6 years of 15.78%. It is hoped that public trust in Rumah Amal will increase so that many people entrust their assets for wider benefits.

Keywords: *Manajemen Kinerja Ekselen, Leadership, Strategic, Muzaki, Zakat*

INTRODUCTION

The World Bank raised its economic growth projection in the October 2024 edition of In Update, predicting that Indonesia's economy will grow by 5.0% in 2024 and 5.1% in 2025. (Jakarta Kompas, October 9, 2024). Aaditya Matto (Chief Economist for the World Bank for the Asia Pacific region) explained that Indonesia's fundamental economic conditions are still on the right track. Where household consumption, which contributes the most to economic growth, is still relatively stable and investment has the potential to increase after the monetary easing policy and interest rate cuts. This is an opportunity for zakat management organizations to continue learning to utilize

existing zakat opportunities and potentials. Indonesia's economic potential in 2024-2025 is estimated to grow rapidly beyond pre-pandemic conditions. In the East Asia and Pacific Economic Report April 2024 compared to other Asian countries, the above problems are expected to be managed well and sustainably.

In the Islamic perspective, zakat is a teaching that underlies the growth and development of the socio-economic power of Muslims. As in the other four pillars of Islam, the teaching of zakat contains several complex dimensions. Covering private-public, vertical-horizontal, and worldly-hereafter values. These values are the foundation for the development of a comprehensive social life. If all dimensions contained in the teaching of

zakat can be actualized, then zakat will truly become an extraordinary source of strength for the development of the people. In essence, the economic development of a country aims to be able to increase national income, per capita income, equal distribution of income, expansion of employment, equal distribution of regional economic development, changes in the structure of a balanced economy, and so on.

Lembaga Amil Zakat Nasional (LAZNAS) Rumah Amal is a philanthropic institution that focuses on education and technology, forming leading figures for civilization builders. Rumah Amal's main activity is managing zakat funds, infaq, and other social and religious funds. In the increasingly rapid development of the era, Rumah Amal is challenged to follow global developments to provide quality services, maintain operational efficiency, and implement beneficial programs. To achieve this, various frameworks and quality standards are used to ensure that the institution grows credibly, accountably, and sustainably. One of the frameworks used is *Manajemen Kinerja Ekselen* which is based on the Baldrige Excellence Framework and IQAF (Indonesian Quality Award Foundation) which is adjusted to the conditions of non-profit Islamic philanthropic organizational entities such as zakat management organizations. The framework of its zakat criteria works as a "Bicycle System", depicted in Figure 1 below:

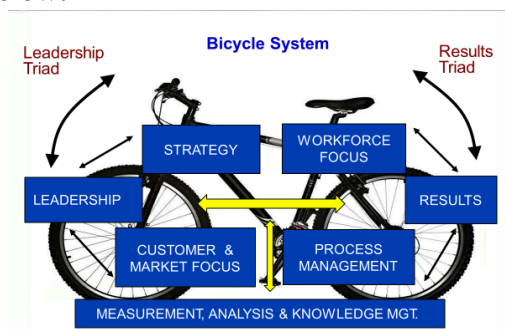


Figure 1. Bicycle as a System
Source: (Ichsan, 2011)

The illustration is a person riding a bicycle, there are front gears and rear gears. Both are connected by a chain. If the

chain is broken or worn out, how difficult it is for the cyclist to reach his destination? In an organization, the riders are the leaders who lead the organization. The rear wheels are all parts that support the achievement of organizational performance. The chain is an aligner between strategic and operations. Both must be managed and available. In harmony and solidly united. The requirements for a good connecting chain are sturdy, strong, and right on the gear so that all efforts and costs incurred are not wasted, moving quickly, balanced, and effective. The "Leadership Triad" also known as the "Driver Triad" is a strategic tool to help institutions improve overall performance. The study in this paper on Leadership focuses is leadership, strategic, and customers (*muzaki*).

Table 1. Excellent Zakat Performance Criteria

P. Organizational Profile	4. Performance Measurement, Analysis, and Knowledge Management
P.1 Organizational Description	
P.2 Organizational Situation	
1. Leadership	5. Workforce
2. Strategic	6. Operation
3. Muzaki Focus	7. Results
Scoring System Performance as per the criteria items is scored with two dimensions of evaluation: process and outcome.	
Process Scoring Instructions	
Result Scoring Instructions	

Source: (Builder, 2019-2020)

Effective leadership is needed to guide the activities of the institution to align with the vision and mission of the organization, ensuring that decisions taken are by the values and work culture of the institution. A good strategy will ensure that available resources are used most efficiently and have a positive impact on beneficiaries. In addition, focusing on *muzaki* is key to ensuring that the services provided are to their needs and expectations (Castaneda. 1997). The application of Baldrige principles in

leadership, strategic, and muzaki focus can help Rumah Amal achieve operational sustainability, improve service quality, and strengthen its benefits in the community.

LITERATURE REVIEW

Zakat Collection Institution

LAZ is an institution formed by the community that has the task of assisting in the collection, distribution, and utilization of zakat (Law Number 23 of 2011). LAZ is a zakat management organization formed by the community is a separate legal entity, and is determined by the government. *Amil* zakat is an employee who is involved in activities related to zakat from collection, management, and recording, to distribution (Hafiduddin, 2007).

As part of good governance practices, LAZNAS Rumah Amal tries to implement management standards in terms of transparency, accountability, law-abiding, and Sharia compliance so that from fundraising, institution management, and program distribution, everything is “Safe Sharia, Safe Regulation, and Safe NKRI”. All *amil*s have a role in carrying out and ensuring that LAZNAS Rumah Amal complies with all applicable regulations and laws, complies with all aspects of sharia and there are no activities that violate Islamic law and complies with the *amil* code of ethics in the daily implementation of tasks both towards internal stakeholders and external parties and the community.

Manajemen Kinerja Ekselen of Zakat Criteria

Manajemen Kinerja Ekselen of Zakat Criteria (MKE-KZ) is a *Manajemen Kinerja Ekselen* system for Zakat management organizations, so the criteria for identifying its development are the term MKE Zakat Criteria. In general, the perspective of the *Manajemen Kinerja Ekselen* framework system is depicted in the diagram below.

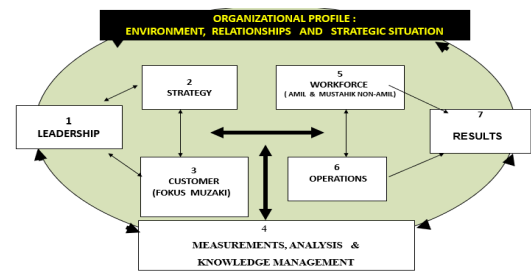


Figure 2. Perspective of *Manajemen Kinerja Ekselen* Work System
Source: (Ichsan, 2011)

a. Purpose of the Criteria Guidelines

- These *Manajemen Kinerja Ekselen* criteria guidelines are prepared primarily as a basis for self-assessment of Zakat Management organizations.
- These criteria play an important role in increasing the competitiveness of an organization.
- Helping to improve work methods, capabilities, and performance results.
- Facilitate communication and share information between Work Units in OPZ, regarding how to manage a good organization.
- Functions as a work aid, in understanding and managing performance and as a guideline for organizational planning, as well as an opportunity to continuously improve organizational performance.

b. Target of Excellent Performance Criteria Managing quality organizational activities will result in:

- 1) Continuously increasing value delivery to customers, government, and society, and contributing to the success of the target market of various objects and subjects of Zakat, Infaq, and Sedekah.
- 2) Increasing the overall effectiveness and capabilities of the Rumah Amal.
- 3) Organizational learning and workforce (managers and managers), so that they are more

professionally competent in their fields.

c. *Manajemen Kinerja Ekselen* Category System

The Baldrige Excellence Framework Category System based on the perspective of the Zakat Criteria Performance Excellence Management (MKE-KZ) framework system can be seen in Table 2 below:

Table 2. Categories and Items of Excellent Performance Management

Categories and Items	Point Values
1. Leadership	120
1.1 Senior Leadership	70
1.2 Governance and Societal/Public Responsibility	50
2. Strategic Planning	85
2.1 Strategic Development	45
2.2 Strategic Implementation	40
3. <i>Muzaki</i> Focus	85
3.1 Voice of <i>Muzaki</i>	40
3.2 <i>Muzaki</i> Engagement	45
4. Measurement, Analysis, and Zakat Knowledge Management	90
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45
4.2 Knowledge Management, Information, and Information Technology	45
5. <i>Mustahik</i> Focus	85
5.1 <i>Amil</i> Focus	40
5.2 <i>Mustahik</i> non <i>Amil</i> Focus	45
6. Operations Focus	85
6.1 Work Processes	45
6.2 Operational Effectiveness	40
7. Results	450
7.1 <i>Mustahik</i> (non- <i>amil</i>) Learning and Process Results	120
7.2 <i>Muzaki</i> Focused Results	85
7.3 <i>Amil</i> -Focused Results	85
7.4 Leadership and Governance Results	80
7.5 Financial and Zakat Market Results	80
Total Points	1,000

Source: (Ichsan, 2015)

In the Baldrige Excellence Framework, the final result of the Scoring System is the acquisition of a score from a range of 0 to 1000 related to 7 categories written in the *Manajemen Kinerja Ekselen* document. The score and meaning of the assessment are in the following table 3:

Table 3. Scoring System Result Values

Yield Value	Level	Meaning of Assessment
0-250	D	Early Development
251-350	C	Early Result
351-450	C+	Early Improvement
451-550	B	Good Performance
551-650	B+	Emerging Industry Leader
651-750	A	Industry Leader
751-875	A+	Benchmark Leader
876-1000	A++	World Class Leader

Source: (Ichsan, 2015)

d. Dimensions of Process for Performance Excellence

In compiling the document, start by answering questions from each category and sub-category using the ADLI formula as in Table 4 below:

Table 4. Dimensions of Process for Performance Excellence

Approach (A)	Deployment (D)	Learning (L)	Integrated (I)
Systematic • Repeatable • Predictable • Episodic • Data and info used • Cycle • Evaluation • Learning	Consistence with the specific requirements of item. ✓ All appropriate unit ✓ All appropriate site ✓ All appropriate people	Learning/Improvement: ✓ Reacting ✓ General Improvement ✓ Systematic Evaluation ✓ Fact base ✓ Integrated	Integrated Interconnection between the process (Close loop process) ✓ Align Consistency of Plans & processes, information, resource, decisions, actions, results, analysis and learning

Source: (Ichsan, 2011)

The Driver Triad

The Driver Triad consists of the categories of Leadership, Strategic Planning, and Student and Stakeholder Focus. Leaders use these processes to set direction and goals, monitor progress, make resource decisions, and take corrective action when progress does not proceed according to plan. The processes that make up the Driver Triad require leaders to set direction and expectations for the organization to meet student, stakeholder, and market requirements, and fully empower faculty and staff (category 1); provide the vehicle for determining the short and long-term

strategies for success as well as communicating and aligning the organization's work (Category 2); and produce information about critical student and stakeholder requirements level of satisfaction, and strengthen student and stakeholder relationships and satisfaction (Category 3).

Case Study and Application of the Baldrige Excellent Framework

Implementing the Baldrige Excellent Framework in several institutions has improved internal performance. At Universiti Teknologi MARA Kelantan Campus (UiTMCK), Malcolm Baldrige National Quality Award (MBNQA) approach which includes six important elements in management and leadership factor gained the highest performance (Zulkifli, 2021).

At United Arab Emirates (UAE) universities and colleges, Leadership is identified as a driver for all components in the Baldrige System, including measurement, analysis and knowledge management, strategic planning, faculty and staff focus and process management (Badri, 2005).

The hospital is at the "Industry Leader" level with a score of 677.20. This shows that the application of Malcolm Baldrige's framework is appropriate in the health sector management performance assessment system (Wiguna, 2018).

Baldrige Excellence was obtained. The current Business criteria framework is 750 points with an overall percentage of achievement by 74%, which means that the company is at the level of Business Leader with Excellent category (Prasetya, 2019).

METHODOLOGY

In this research, I used a qualitative approach method with Collecting and Examining documents that have been prepared by the Champion Team. Meanwhile, the analysis method uses a document review. In its implementation, I collected documents from 2015-2016,

2017, and 2017-2022. These documents are the basis for supporting this research and comparing the three. This aims to get the final score and what implementation can be done so that the institution is agile, simple, and has a lot of innovation for the growth of Rumah Amal.

The data collected resulted in answers to questions from the Leadership, Strategic, and Muzaki Focus categories, as well as other things such as the growth trends of the institution depicted in the archives. Langkah-langkah yang dilakukan ada dua yaitu:

- a. I conducted a search for an initial overview of Rumah Amal's profile related to the Leadership, Strategic, and Muzaki Focus categories. Leadership includes management support in managing institutions related to Fiqh Zakat, Human Capital Management, Financial Management, Information Technology, and Knowledge Management. Strategic includes Research and Development, Strategic Planning, Organization Culture, Internal Audit, and Risk Management. Muzaki Focus includes zakat collection management such as zakat da'wah, zakat marketing, and zakat socialization. In its work, the team found difficulties in obtaining data and documents, including because of people who changed so that there were gaps in information, incomplete documents, and untidy archiving so it was difficult to find the relevant documents needed. Therefore, in the discussion of the document, we use data that can be accounted for to minimize bias.
- b. After conducting some initial collections, I conducted a review data generated. The team also considered how the data collected tended to fit the research objectives and answered the questions of each category with the ADLI structure.

To find the data needed, I experienced 3 obstacles point (a), an interview was conducted with management that represented the availability of data and documents that knew the circumstances and decisions made at that time. Before the interview, the team prepares a framework of questions so that the meeting will be effective and efficient.

In addition, I also checked the relevant website containing a number of references to this research guide. One of the most relevant searches will uncover other studies or literature on the topic of this research.

RESULTS

Rumah Amal's *Manajemen Kinerja Ekselen* criteria are built on a set of interrelated core values and concepts. These beliefs and behaviors are embedded in the organization as it continues to grow. The principles are the foundation for integrating key performance and operational requirements into a results-oriented framework that creates a basis for action, feedback, and ongoing success.

Implementation Steps

1. Executive Awareness (Belief, Commitment, Involvement, Leadership and Support). Starting with an agreement on the vision, mission, and goals of the institution going forward until World Class Quality.

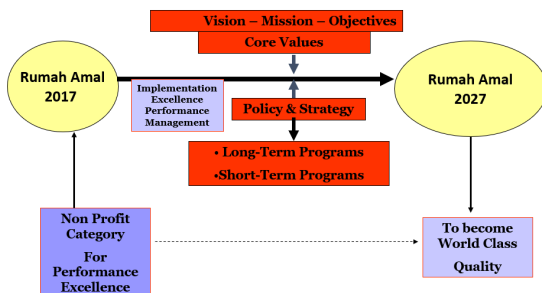


Figure 3. Executive Awareness of Rumah Amal

2. Forming a Champion Team as a Change Agent (Designing & overseeing system implementation). This Champion Team is a team that compiles documents, starting from awareness participation to presentation of the results of the writing made to the assessor during the assessment and site visit.

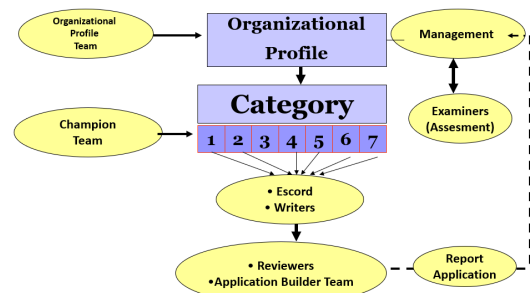


Figure 4. Formation of the Rumah Amal Champion Team

3. Introduction to the *Manajemen Kinerja Ekselen* System, deepening and determining the assessment format. Management must understand the alternative implementation of the results of writing documents including the preparation of the format and scope of the assessment to the action plan.

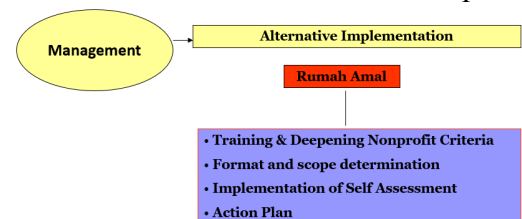


Figure 5. Introduction to the *Manajemen Kinerja Ekselen* System

4. Organizational Profile Preparation. This organizational profile is an important part of the document because the key factors in the organizational profile will be interconnected with the 7 categories in the Baldrige Excellence Framework.

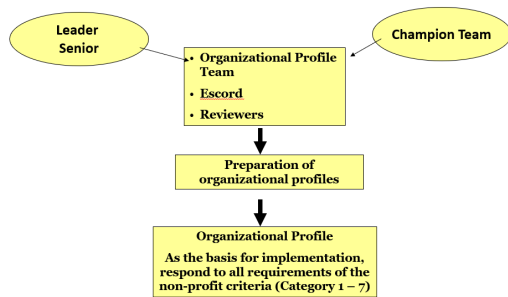


Figure 6. Preparation of Organizational Profile

5. Category 1 Application Response. In preparing the self-assessment, especially category 1, senior leaders together with the champion team formulate things that become information and identify categories related to the organization's profile.

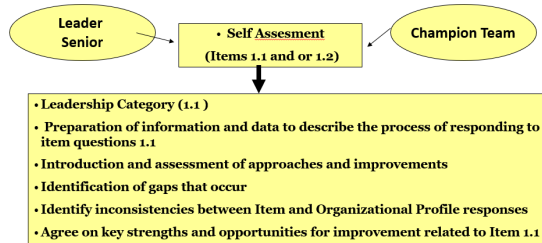


Figure 7. Self-Assessment Sub-Category

6. Next Item Response and Other Categories. In this category, the preparation of self-assessment and its items is done by senior leaders and champion teams.

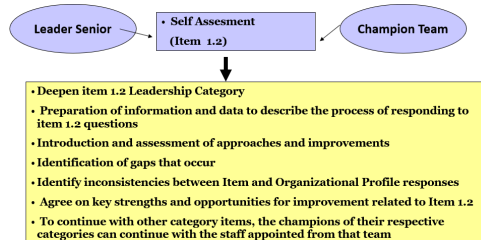


Figure 8. Self-Assessment Sub-Category

7. Identify Strength & OFI (Opportunity for Improvement). These two things are included in the key themes that are important as references in understanding the institution, namely strength, and opportunities for future improvement so that the institution can be sustainable.

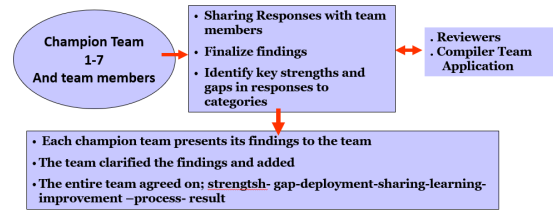


Figure 9. Key Themes

8. Priority Scale Determination. When implementing an action plan, it is important to create a priority scale, referring to the important and urgent ones to immediately implement improvements.

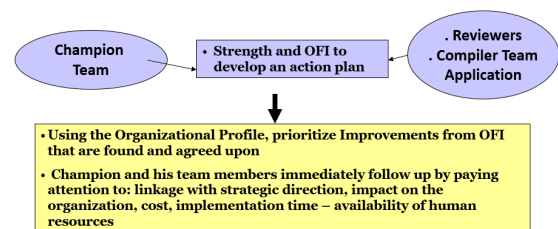


Figure 10. Implementation Priority Scale

9. Implementation of Action Plan (action). In this section, the champion team works together with related sections to implement the action plan and also revise improvements as well as monitor.

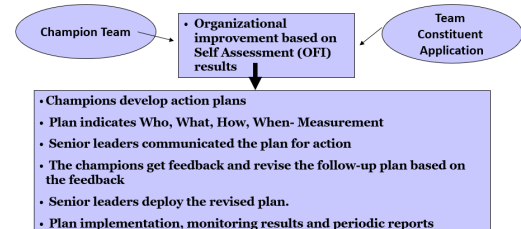


Figure 11. Implementation of Improvements

10. Evaluation and process improvement. Two things that will happen continuously in an institution, usually within a certain period for the implementation of self-assessment.

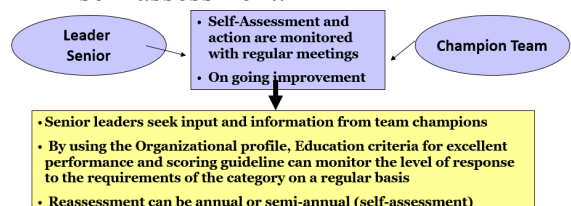


Figure 12. Process Evaluation and Improvement

The team that compiled the MKE Rumah Amal is called the "Champion Team" which worked on documents from 2015 to 2016, 2017, and 2017 to 2022. This team is a special team of Rumah Amal led by the Corporate Secretary and representatives of 3 departments, namely the Marketing Department, the Operations Department, and the Program Department. These representatives are appointed by their respective managers and are knowledgeable about the business process at Rumah Amal, as well as diligent, meticulous, and disciplined in the preparation of documents. This team consists of 6 people, namely 1 Corporate secretary, 2 from the Marketing Department, 1 from the Operations Department, and 2 from the Program Department. The work on the documents was also assisted by the team at Rumah Amal including management for the data collection process and interviews for the completeness of records and valid supporting evidence.

Document Writing

The Baldrige Framework (MKE Excellence Framework) empowers organizations to achieve their goals, improve results, and become more competitive. The framework consists of criteria, values, core concepts, and scoring guidelines. The review and structure of the criteria for performance excellence includes an organizational profile and seven interrelated categories. The Driver Triad includes three categories, namely Leadership, Strategic Planning, and *Muzaki* Focus.

I. Category 1-Leadership

This category has a total value of 120 points and has 2 subcategories, namely:

I.1. Senior Leadership

This subcategory has a value of 70 points. In this subcategory, it is written: "How do senior leaders lead Rumah Amal." Overall,

it is related to "How do Senior Leaders establish and disseminate the Vision, Mission, and Values of this organization?" and "How do the personal actions of Senior Leaders demonstrate their commitment to the law and ethical behavior?"

I.2. Governance & Social Contribution

This subcategory has a value of 50 points. In this subcategory, it is written: "How does Rumah Amal fulfill its contribution to community responsibility." Overall, it is related to "How do you ensure responsible governance?" and "How do you evaluate the performance of senior leaders and governance bodies?"

II. Category 2-Strategic Planning

This category has a total value of 85 points. Strategic Planning has 2 subcategories, namely:

II.1. Strategic Development

This subcategory has a value of 40 points. In this subcategory, it is written "How does Rumah Amal develop a strategy?" Overall, it is related to "How the organization formulates answers to strategic challenges & advantages" and "The organization's main strategic goals and related targets."

II.2. Strategic Deployment

This subcategory has a value of 45 points. In this category, it is written related to "How does Rumah Amal carry out (execute) strategies?" Overall, this is related to "How the organization converts strategic goals into action plans."

III. Category 3-*Muzaki* Focus

This category has a total value of 85 points. *Muzaki* Focus has 2 subcategories, namely:

III.1. Voice of the *Muzaki*

This subcategory has a value of 45 points. In this category, it is written related to "How to obtain & utilize information from *muzaki*." Overall, this is related to "How the organization listens and improves information on *muzaki* satisfaction and dissatisfaction."

III.2. *Muzaki* Engagement

This subcategory has a value of 40 points. In this subcategory, it is written related to "How to bind *muzaki* to serve their needs and build relationships." Overall, this is related to "How the organization formulates product offerings and mechanisms to support *muzaki* in using its products/services" and "How the organization builds relationships with *muzaki*."

Assessor Assessment

The assessor assessment is carried out by assessors who are members of the Assessor Team whose job is to assess the assessment as well as the site visit to the Rumah Amal "Champion Team". The Assessor Team consists of 11 people led by Mr. Dr. Moch. Surjani, MM, MBA. The assessor consists of 11 people and 1 person as an Escort (Secretary Examiner/Assessor). These assessors are experts in the field of management and also the management of zakat in sharia. Assessor profiles are lecturers, management of a company and philanthropic institution, Sharia Supervisory Board, and businessmen. This assessor is also the assessor for the previous Charity House Excellence Performance Management document.

The assessment is carried out in a series of:

1. The Champion Team presents the written results of the *Manajemen Kinerja Ekselen* document to the assessor team.
2. Discussion and Q&A.
3. The assessment is given by the assessor team based on how to answer questions in each category as stated in writing, as well as the suitability of the answering method with the provisions of ADLI (Approach, Deployment, Learning, Integration).
4. The assessment results are given to the Chief Assessor, along with Key Factors in the form of Strength and OFI.

5. The Chief Assessor checks and completes the assessment results and final Key Factors.
6. The Chief Assessor explains the scores obtained from the assessment, comparing and calculating the scores from the previous year.
7. The overall results are given to the Champion Team and Rumah Amal Leaders.
8. Key factors and input notes from assessors can be the strength, improvement, and attention of Rumah Amal in developing the institution.

The assessments for Categories 1, 2, and 3 are as follows:

Table 5. Category 1-Leadership Assessment

Category 1 - Leadership	A	D	LI	Average
1.1 Senior Leadership How do your senior leaders lead the organization?	79.6	79.6	72.5	78%
1.2 Governance and Community/Public Responsibility How do you govern your organization and fulfill your societal responsibilities?	79	79	78	78%
Total Score-Category 1: Leadership	79.3	78.3	78.5	78%
LI: Learning and Integration means continuous improvement				

Based on the table above, the assessment score is 78.2% of the total value of 120 points, so the total points for Category 1 are 93.84 points. This shows that there are still 26.16 points that are improvements (OFI) for Rumah Amal in the future in Category 1-Leadership.

Table 6. Category 2-Strategic Planning Assessment

Category 2 - Strategic	A	D	LI	Average
2.1 Strategic Development How do you develop your strategy?	65	50	50-60	56%
2.2 Strategic Implementation	80	80	45-60	66%

How do you implement your strategy?				
Total Score-Category 2: Strategic Planning	72.5	65	53%	61%

Based on the table above, the assessment score is 61% of the total value of 85 points, so the total points for Category 2 are 51.85 points. This shows that there are still 33.15 points that are improvements (OFI) for Rumah Amal in the future in Category 2-Strategic Planning.

Table 7. Category 3 *Muzaki* Focus Assessment

Category 3 – <i>Muzaki</i> Focus	A	D	LI	Average
3.1 Voice of <i>Muzaki</i> How do you obtain information from your customers?	80%	80%	76%	79%
3.2 <i>Muzaki</i> Engagement How do you engage customers by serving their needs and building relationships?	75%	75%	75%	75%
Total score Category 3: <i>Muzaki</i> Focus	77.5	77.5	75.5	77%

Based on the table above, the assessment score is 77% of the total value of 85 points, so the total points for Category 3 are 65.45 points. This means that there are still 19.55 points for improvement (OFI) for Rumah Amal in the future in Category 3-*Muzaki*.

Comparison of Evaluation Assessments

The implementation of *Manajemen Kinerja Ekselen* is a follow-up to the improvements and recommendations given by the assessors to the Champion Team and the Leadership. Rumah Amal conducted evaluations 3 times, namely in 2016, 2017, and 2023. Zakat Criteria Assessment Scoring is shown in Table 8 below:

Table 8. Zakat Criteria Assessment Scoring

Zakat Criteria Assessment Scoring Rumah Amal							
		2015-2016		2016-2017		2017-2022	
Item Number	Item Points	Percent Score	Point Score	Percent Score	Point Score	Percent Score	Point Score
1.1	70	36	25	40	28	78	55
1.2	50	40	20	50	25	78	39
2.1	45	24	11	40	18	56	25
2.2	40	31	12	40	16	66	26
3.1	40	23	9	45	18	79	32
3.2	45	32	14	40	18	75	34

The overall calculation of the value of the six subcategories from three categories has increased from 2015 to 2022. The Driver Triad (these three categories) are key factors in the progress of the institution in its implementation. This shows that the Baldrige Excellence Framework has a positive impact on the implementation of Rumah Amal. In 2020 there was the COVID-19 Pandemic, but this did not significantly affect these three categories in the management of the institution. On the other hand, a period of adaptation is needed quickly so that the implemented institutional strategy can provide the best service to *Muzaki* and sustainable leadership can determine the direction and policies of the institution that are right and dynamic. The percentage scores from 2016, 2017, and 2023 and their increases can be seen in Table 10 below:

Table 9. Percentage and Score Increase from 2016 to 2023

Year	Leadership	Strategic	<i>Muzaki</i> Focus
2016 (% Score)	45%	23%	23%
2017 (% Score)	58%	36%	41%
2023 (% Score)	78%	61%	77%
Increase 2016 to 2017	13%	13%	18%
Increase 2017 to 2023	20%	25%	36%

The increase in the percentage of each score obtained is due to the implementation of Key Themes obtained from the assessor's assessment. Strength is the strength of the institution that continues to be managed and its performance improved. In addition, OFI, which is an opportunity for improvement in the running of the institution, continues to be improved for the progress of the institution and the professionalism of *amil* in managing community funds in the form of

zakat, infak, and other religious social funds.

Baldrige Excellent Framework and Fundraising

Fundraising in the Baldrige Excellence Framework can be included in the Leadership, Strategic, and Muzaki Focus categories. This fundraising strategy must be aligned with the vision and mission of the institution, ensuring that the fundraising process is carried out responsibly. Overall, the Baldrige Excellence Framework provides a holistic approach to ensure that all processes within the institution, including fundraising, are carried out strategically, measurably, and integrated into the institution's growth goals. The collection of Rumah Amal funds from 2017 to 2022 is as follows:

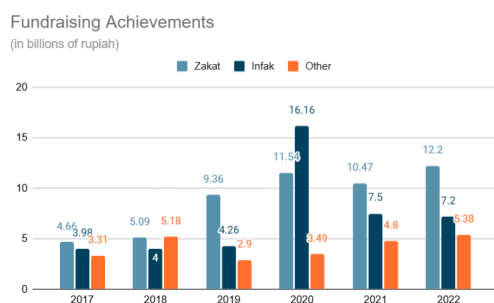


Figure 13. Fundraising for 2017-2022

The collection of Charity Houses consists of zakat, infak, and others. The overall total each year and its growth are shown in the following table 10:

Table 10. Nominal and Growth of Fundraising from 2016-2022

Year	Nominal (billions rupiah)	Growth
2017	11,95	
2018	14,27	19,4%
2019	16,52	15,8%
2020	31,19 (Vent-I) 19,01 (non Vent-I)	15,1% (non Vent-I)
2021	22,77	19,8%
2022	24,78	8,8%

Note: In 2020, there was a pandemic and Rumah Amal opened a ventilator infak program, or Vent-I to help victims affected by COVID-19.

Every year, Rumah Amal experiences growth in fundraising with an

average growth for 6 years of 15.78%. It is hoped that public trust in Rumah Amal will increase, so that many people entrust their assets, both zakat, infak, and others to the increasingly widespread beneficiaries.

In its implementation, the sustainability aspect does not only focus on collection but also institutional governance. Learning for the institution to grow is not instant because Rumah Amal must fulfill a moral responsibility to the public related to education, accountability, professionalism, and widespread usefulness.

DISCUSSION

Champion Team conducting meetings and discussions starting from awareness of Excellent Performance Management-Zakat Criteria, Preparation and answering questions from 7 categories based on the ADLI formula, preparation of documents, and assistance with the chief assessor. Documentation can be seen in Figure 14 below:



Figure 14. Manajemen Kinerja Ekselen Team Work

Next, the assessors gather and brief the implementation before conducting the assessment and site visit so that the understanding and standards between assessors in each category can be equal. In addition, the objectivity of the performance assessment is also needed by assessors in the implementation of the assessment. The documentation of the meeting is in Figure 15 below:



Figure 15. *Manajemen Kinerja Ekselen* Assessor Forum 2017-2022

The assessment requires supporting documents for smooth implementation as attached in Figure 19. These documents include the *Manajemen Kinerja Ekselen* Document prepared by the Champion Team, the document's support on Google Drive, the Assessment Guide, an Explanation of the 7 categories and their questions, Evaluation, and assessment documents, and Feedback Report documents from previous evaluations as a reference related to Rumah Amal's Key Themes.

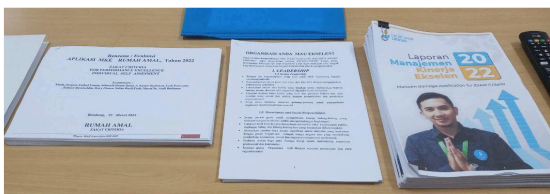


Figure 16. *Manajemen Kinerja Ekselen* Assessment Preparation by Assessor

Supporting documents as in Figure 20 are attached as evidence and reinforcement of the writing that has been prepared. This document is important to be shown during the assessment so that the documents prepared are facts carried out by Rumah Amal.

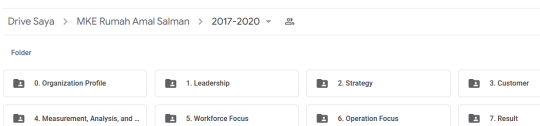


Figure 17. *Manajemen Kinerja Ekselen* Supporting Documents 2017-2022

The implementation of the assessment and site visit (Figure 21) includes data and information mining from the *Manajemen Kinerja Ekselen* documents

that have been received by the assessor. In this assessment, the champion team is allowed to present writings per category. After that, discussions and questions and answers are held as well as a review of documents and institutional performance data. The information to be obtained includes evidence. This is obtained by asking the presenter, checking documents both electronically and non-electronically, and observing how a process or activity is implemented from one activity to another. The questions given show the Approach, Deployment, Learning, and Integration (ADLI) which are the main issues in categories 1 to 6.



Figure 18. MKE Assessment Process per category

Key Themes

Key Themes contain Strength and OFI from Categories 1, 2, and 3. Key Themes are important documents from assessors in addition to the overall score because the implementation of key themes gives Rumah Amal a guide for improvement in the running of the institution, educates the community, and increases the trust of *muzaki* to pay zakat. Key Themes Category 1 are shown in Table 11 below:

Table 11. Key Themes Category 1-Leadership

Strength

1. Determination of Accreditation Results A and Sharia Audit Opinion "By Sharia No. 90 of 2019."
2. The institution's commitment is proven to always follow the procedures of the Ministry of Religion and Baznas regulations.
3. Senior leaders create a focus on achieving the organization's mission, translating the mission to all positions and roles of *amil*.

OFI

1. There is no specific evidence that the performance evaluation documents of the leaders have anticipated all of their interactions, strategic benefits, and daily operations.
2. There is miscommunication within the employee/work unit environment because the interpretation and coordination between work unit areas in the context of internal institutional integration are not yet clear.

Meanwhile, there are recommendations for 1.1 Senior Leadership, namely:

Senior Leaders of Zakat Management Organizations (Rumah Amal) in activities such as: (a) Target setting, (b) Long-term planning, (c) Review of performance results, (d) Appreciating *muzaki, amil/mustahik*, and (e) Active participation in seeking opportunities for improvement and enhancement of Rumah Amal's performance in the future, especially since it has become a National Zakat Institution.

Recommendations for 1.2 Governance and Community/Public Responsibility are:

Rumah Amal Management has a responsibility to the public to manage, improve, and maintain its performance related to ethical behavior, compliance with various government regulations, compliance with Sharia norms, protecting the environment, and providing real contributions to the public.

Meanwhile, there are recommendations for 2.1 Strategic Development, namely if the institution wants an excellent strategy, then:

1. Conduct a thorough situation analysis with SWOT (Strength, Weakness, Opportunity, Threats) and use a systematic model.
2. Create an annual strategic plan in 2-3 months in draft at least.
3. Focus the planning process on strategic thinking rather than creating boxes that bind.
4. Develop clear and comprehensive goals and objectives related to the vision and analysis of new situations

and challenges that will emerge in the organization.

5. Develop plans for all aspects of performance, not just financial aspects.

Recommendations for 2.2 Strategic Implementation, namely if the institution wants to excel, then carry out strategic deployment, namely:

1. Set measurable targets for each relevant data-based performance measure (such as customer needs, resources, and competitor data).
2. Determine a specific strategic/work plan to achieve the target.
3. Communicate the plan to all levels of the workforce and partners so they understand their role in helping the organization achieve its vision.
4. Adapt immediately (change goals and strategies) if there are changes in the business/non-business environment.
5. Predict how achieving targets will change the organization's position in the target market in the next 2 to 3 years.

Key Themes Category 2 are in Table 13 below:

Table 12. Key Themes Category 2-Strategic Planning

Strength

1. The strategic planning process has begun by determining strategic objectives and main programs.
2. There are already major programs in the next 10 years.
3. The action plan has been planned and an evaluation mechanism has been prepared.
4. Efforts to identify HR competency needs.

OFI

1. There is no evidence of documentation and legality of the strategic planning results.
2. Alignment between the mission-strategic objectives programs and work plans has not yet been demonstrated.

3. There is no explanation yet of what the key to the action plan (in this case) is, the main long-term program.
4. Various performance indicators need to be shown in a written document.

Next, in Category 3-*Muzaki* Focus, there are recommendations for 3.1 Voice of *Muzaki*, namely:

1. Identify customers and segment them by market, geographic, or other segment categories with their targets and positioning strategies.
2. Use a variety of methods to identify priority requirements and customers.
3. Evaluate and improve the method of determining the requirements for customers (*muzaki*) and prospective *muzaki*.
4. Conduct research to identify potential customers/*muzaki* candidates in the future and their needs.
5. Identify the requirements of potential customers or competitors' customers.

Recommendations for 3.2 *Muzaki* Engagement, namely:

1. Select the workforce for the best customer contact, pay them well, train them, and give them authority in solving problems without having to wait for management "directions."
2. Define measurable service standards and measure performance.
3. Provide toll-free lanes or convenience for customers to obtain information.
4. Investigate all complaints even if they are minor and resolve them immediately.
5. Accumulate customer information in a centralized database so that this intelligence can be used for improvement.
6. Define customer satisfaction levels compared to competitor levels.
7. Focus on measuring customer value and loyalty.
8. Take a systematic approach to customer loyalty.

CONCLUSION

The Leadership, Strategy, and Muzaki Focus categories in the Baldrige Excellence Framework are called the Driver Triad. These three categories are key categories in institutional management at Rumah Amal so the performance is increasing and becoming more excellent. One of the achievements is the increase in the level from a city LAZ to a national LAZ, where one of the assessments that must be met is the collection of funds that increase every year and meet the requirements to become LAZNAS. Although fundraising is not the only measure of institutional growth, Driver Triad directs the institution to continue to be excellent in developing strategies, institutional management, and customer service. This framework is then written in the document "Rumah Amal's Excellent Performance Management" using the scoring method.

The evaluation was conducted in 2016, 2017, and 2023. The results were that the Leadership, Strategic, and Muzaki Focus Categories from 2016 to 2017 experienced an increase of 13%, 13%, and 185. Meanwhile, from 2017 to 2023 experienced an increase of 20%, 25%, and 36%.

The final result of writing from 2017 to 2022, the Leadership category received an assessment score of 78% equivalent to 94/120 points. The Strategic category received an assessment score of 61% equivalent to 52/85 points. While the Muzaki Focus category received an assessment score of 77% equivalent to 66/85 points.

Every year, Rumah Amal experiences growth in fundraising with an average growth for 6 years of 15.78%. It is hoped that public trust in Rumah Amal will increase, so that many people entrust their assets, both zakat, infak, and others to the increasingly widespread beneficiaries.

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