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The Concepts of Performance Measurement Based on the Purposes of the Hindu Religion

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ABSTRACT

This study attempts to construct the concept of performance measurement using the values of *Catur Purusa Artha*. The method used as a construction tool is the study of literature and the development of concepts from the values of Hindu religious goals, namely *Catur Purusa Artha*. This research shows that humans aim to achieve happiness through physical well-being (*sekala*) and inner peace (*niskala*), the antithesis of homo economicus found in performance measurement, which is only dominated by financial performance measurements. The formation of the concept that is formed is a broader and more comprehensive goal and perspective, namely worship of God based on the teachings of goodness (*dharma*), which is aimed at obtaining wealth (*artha*) by controlling desires (*kama*) to achieve a balance of the ultimate goal as the highest goal in the form of happiness (*moksa*).

Keywords: catur purusa artha; financial performance measurement; hindu religious goals; homo economicus; performance measurement

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Концепции измерения эффективности, основанные на целях индуистской религии

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АННОТАЦИЯ

В данном исследовании предпринята попытка построить концепцию измерения эффективности организаций с учетом ценностей *Catur Purusa Artha*. В качестве инструмента построения использован метод изучения литературы и разработки концепций на основе религиозных целей индуизма, а именно *Catur Purusa Artha*. Исследование показывает, что человек стремится достичь счастья через физическое благополучие (*секала*) и внутренний мир (*нискала*), что является противоположностью *homo economicus*, который присутствует в измерении эффективности, где доминирует только измерение финансовых показателей. Формируемая концепция имеет более широкую и всеобъемлющую цель и перспективу, а именно – поклонение Богу, основанное на учении о благости (*дхарме*), которое направлено на получение богатства (*артха*) путем контроля желаний (*кама*) для достижения баланса конечной цели как высшей цели в виде счастья (*мокшья*).

Ключевые слова: катур пуруса артха; измерение финансовой эффективности; религиозные цели индуизма; *homo economicus*; измерение эффективности

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INTRODUCTION

If performance is not defined, it cannot be measured or managed [1]. Performance must be defined as a result of work because it relates to the organization's strategic goals, customer satisfaction,

and economic contribution. The formulation of organizational performance measurement cannot be seen only as a measuring tool. However, seeing the formula as a strategic instrument for developing the organization is more critical. Therefore,

performance measurement in organizational functions is more of a decision-making tool than a measuring tool [2].

In the era of the 1980s, performance appraisal of a company tended to emphasize financial performance; various financial measures included: Return on Capital Employed (ROCE), Return on Investment (ROI), Economic Value Added (EVA), and others. The limitations of the financial performance appraisal system motivate using the Balanced Scorecard (BSC) as a performance measurement system. BSC is seen as more rational when compared to traditional performance measurement because, in addition to paying attention to financial performance indicators, it also considers non-financial indicators. This BSC indicator consists of the perspectives of:

- 1) Finance;
- 2) Customers;
- 3) Internal business processes;
- 4) Learning and growth.

These four perspectives are intended to create a balance between short-term and long-term goals and can be used as a strategy by management to maintain the organization's existence [3].

Although BSC is considered more rational than traditional performance appraisal, there are several studies and studies on the antithesis of BSC. Elkington sparked a triple bottom line to connect finance, people, and the environment [4]. The balanced scorecard was also constructed by Awadallah and Allab, adding an environmental perspective as the fifth pillar in the balanced scorecard [5]. This construction is refined in the study of Kalender and Vayvay by strengthening the argumentation of the environmental perspective as a balance point in the balanced scorecard [6]. However, this effort is still leaning only on the financial perspective. In contrast, other perspectives that are often neglected, namely divine, social, and cultural, still need to be studied in this reconstruction.

Measuring organizational performance that is only profit-oriented can create an imbalance in organizational life. Another impact is that it can lead to the exploitation of humans and the environment and undermine efforts to promote social responsibility [7]. Therefore it is necessary to internalize moral and social values in the business world. This opinion is supported by Ekasari, that the values of capitalism, materialism, and individualism cannot be eliminated in company practices but can be reduced by incorporating spiritual values [8]. The concept of performance measurement, which is colored with a religious perspective, is expected

to provide enlightenment so that all those involved in the process, besides being able to produce order within themselves, the organization, society, and their environment, are also able to channel positive energy in achieving organizational goals.

Behavior relates to his life's ideals or goals [9]. The true purpose of life today is often forgotten because of the ambition to pursue worldly or material happiness. If it is associated with Wilber's The Great Nest of Being scheme [10], then the purpose of life in the form of material is the lowest level. The purpose of human life in the teachings of Hinduism is stated in the Book of Brahma Purana 228, 45, namely Catur Purusha Artha: "Dharma, Artha, Kama, Moksana Sarira Sadhanam". *Catur Purusa Artha* is a touch of local genius values regarding the purpose of life for Balinese people. The concept of Catur Purusa Artha is one of the values that are the basis for maintaining balance in life. Religious values that are integrated into the concept of performance appraisal will place humans, both individually and in organizations as beings who have fair and balanced characteristics, and life as economic beings and spiritual beings who will later lead to a spiritual path of uniting with God [11].

This study sees that performance measurement that is only financially oriented will produce perspectives that close human eyes and lead people to worldly things. On this basis, values and assumptions that are intact and have a human connection with God and the universe are needed to form a conscious and holistically valuable performance measurement concept [11]. Therefore, an effort was made to form a complete performance measurement concept to get a broader perspective following the actual reality based on the life goals of Hinduism, namely *Catur Purusha Artha*.

Philosophy of Catur Purusa Artha

Hinduism has teachings relevant to the purpose of human life, namely *Catur Purusa Artha*. *Catur Purusa Artha* comes from the root word *Catur*, which means four; *Purusa*, which means soul; and *Artha*, which means purpose in life. So, *Catur Purusa Artha* is the four goals of human life. *Catur Purusa Artha* is a universal teaching that applies throughout the ages. In the Book of *Brahma Purana*, we can find quotes about *Catur Purusa Artha*, as mentioned below:

"*Dharma Artha Kama Moksanam Sariram Sadhanam*"

Meaning: The body is a tool for obtaining *Dharma*, *Artha*, *Kama*, and *Moksha*. The quote above explains that humans must be aware of the purpose of their

life and what they have to look for with the body they have. Everything is none other than *Catur Purusa Artha* itself. In *Catur Purusa Artha*, there are *Dharma* (goodness), *Kama* (desire and lust), *Artha* (wealth), and *Moksa* (highest happiness).

A new view in business management emphasizes that financial aspects alone are not enough to achieve good financial performance; a touch of non-financial aspects is needed to achieve maximum results. The culture applied in a company is one of the non-financial variables that play a role in realizing financial performance. The culture adopted by the company will influence capital structure decision-making, ultimately affecting the company's financial performance. Several researchers have tested cultural values' role in capital structure and financial performance [12].

Internalizing business processes based on *Dharma* will provide satisfaction (*Kama*) to customers. *Artha* is a financial target realized through efficient operational activities, increasing sales volume and business (business). Satisfaction with the services provided will encourage the achievement of good financial targets (*Artha*), and ultimately, the company's goals will be realized (*Moksa*) *Moksa* is the goal of a business [business], namely maximizing performance by increasing profits, maintaining the reputation, and sustainable business capabilities [13]. Implementing the value of *Catur Purusa Artha* is an intangible asset that will encourage company management to make better decisions in choosing more effective funding sources, ultimately affecting the company's financial performance [13].

METHOD

The method used in this research as a construction tool is the study of literature and developing concepts from the values of Hindu religious goals. The research involves a comprehensive examination of existing literature, which may include religious scriptures, philosophical texts, academic papers, or other relevant sources. This literature provides a foundation for understanding Hindu religious goals, principles, and values. The concepts developed through the study of literature and Hindu religious goals are utilized as tools in the construction process. It implies that these concepts are not merely theoretical but practical frameworks that inform and guide construction activities. They could influence decision-making, design principles, construction techniques, or the overall approach to the project.

DISCUSSION

Efforts to Find Holistic Performance Measurements

Knowledge must be realized broadly, not only limited to sensory experience but also spiritual experience [10]. In addition, it must be understood that humans are complex beings with rational and emotional sides that often defy the behavior description of mainstream models [14]. The mainstream view relies only on rationality or intelligent thinking, so it often needs to remember dimensions beyond the mind. The purpose of life that stops at the material dimension will tend to potentially ignore other elements in life, such as spiritual elements so that it can produce something [behavior or science] that can harm life. Material-oriented goals cause individuals to despiritualize themselves and nature, namely, treating each other as objects to be manipulated to drive economic growth and treating nature as objects to be exploited for the same purpose [15].

The concept of *Catur Purusa Artha* is one of the values that are the basis for maintaining balance in life. While still living in the world, worldly goals inevitably must be achieved for happiness. The concept of *Catur Purusa Artha* clearly states that there are worldly goals, namely *Artha* and *Kama*. However, this does not mean that humans are advised only to prioritize the world because the highest purpose in life lies precisely in *Moksha*. So these four goals form a hierarchy, namely *Dharma*, *Artha*, and *Kama*, the ladder for the last purpose of life, *Moksha*. *Dharma* is the truth that guides humans to have noble character according to the basis of religion, which is the guideline of their life. The next concept is *artha* which can be interpreted as wealth or wealth. This *artha* concept encourages people to work hard to get income that is used to fulfill their various needs, both basic needs and the need to carry out rituals in the form of *yadnya*. *Artha* should always be acquired based on *Dharma* and used on the path of *Dharma*. The next goal is *Kama*, namely desire. The purpose of life for Hindus is to change the desires that indulge in lust towards the desire to achieve spiritual beauty, to achieve the final and highest goal, namely *Moksha*, the achievement of eternal happiness.

Religious values that are integrated into the concept of performance measurement will place humans, both individually and in organizations, as beings who have fair and balanced characteristics and life as economic beings and are spiritual beings who will later lead to a spiritual path of uniting with God [11]. The existence of such integration will lead to a more holistic performance measurement,

which means that welfare is not limited to material well-being but also includes mental well-being and spiritual well-being. The criteria for true moral ideals to be life goals are:

- 1) Must be in harmony with human nature;
- 2) Must be understood by human reason;
- 3) Belief in them must be supported by rational understanding;
- 4) Must be supported by true human desires;
- 5) Must be achievable so that it is not just a dream;
- 6) Includes moral values and places them correctly in the hierarchy [9].

Catur Purusa Artha: Reflection on Performance Measurement

The study of human assumptions is critical in building the basic framework of a performance measurement concept, both in theory and practice. Developing the balanced scorecard concept uses the basic assumption that humans are homo economicus [14]. This assumption inspires various theories, including the assumption that humans are a Resourceful, Evaluative, and Maximizing Model (REMM) [16]. Amadae described in Homo Economicus that humans have egos and principles to fulfill their pleasures and act to gain welfare in fulfilling their self-interest desires [14]. Homo economicus is described as a creature that will consider available information regarding opportunities and constraints on its ability to achieve goals. Therefore, homo economicus considers himself a rational being by considering self-interest in himself and having sufficient knowledge to make choices [14]. It is the basis of today's economics, adopted and developed in accounting science. On this assumption, if humans are consumers, they will maximize self-satisfaction utility. Meanwhile, if humans are producers, they will maximize profits [17].

The assumption of humans as homo economicus is irrelevant to this life because there is no connection with other aspects of reality [18]. Therefore, studies and constructions regarding human assumptions are needed in building a complete performance measurement concept. In this study, human assumptions refer to the goal of Hinduism, namely *Catur Purusa Artha*. These values interpret human existence as a witness to the oneness of God and the spread of happiness in the form of physical well-being (*sekala*) and inner peace (*niskala*). The happiness in question has a different meaning from material happiness in the form of well-being in the concept of homo economicus.

The difference lies in non-material and material happiness in worshiping God. It shows that the happiness achieved is not worldly and individual welfare. However, happiness is in the form of essential welfare for prosperity in the world or the hereafter as a form of accountability from human nature [18]. It is different from the concept of homo economicus, which views that human welfare lies in the achievement of satisfaction achieved by rational reason [14]. Humans do not only achieve prosperity for themselves but also spread it for others and the universe. The spread of this prosperity is the real key to true human identity.

Hinduism gives a prominent place to the teachings about the basis and purpose of human life. In the teachings of Hinduism, there is a verse that reads:

"Moksartham Jagadhita Ya Ca Iti Dharmah".

Meaning: Religion aims to achieve physical well-being and inner peace [eternal peace]. From this meaning, we can conclude that humans were created and live in this world to achieve the highest goal of life, namely *Moksha*. In addition, humans also have three other goals in life, namely *Dharma*, *Artha*, and *Kama*. The first ladder is the *Dharma*. *Dharma* is truth, guidance, laws, and instructions. The second ladder is *Artha*. *Artha* is a provision or means in the form of property or wealth; health, knowledge, expertise, wisdom, friends, and even the ability to control oneself are also included in *Artha*. This provision must be obtained in the right way, obtained based on the *Dharma*, and also used for the *Dharma*. After passing through the *Artha* ladder based on *Dharma*, we can fulfill the *Kama*. *Kama* is the nature of every living thing that is brought from birth. *Kama* is what makes them act in order to live, grow, and develop. *Kama* can lead someone to the highest glory, and *Kama* can also bring someone to the deepest abyss of dishonor. Therefore, all three should be avoided/controlled. The last ladder as the highest goal is *Moksha*. According to Hinduism, *Moksha* is the highest achievement at the end of the human life cycle.

If it is related to performance measurement, the goal of human life to achieve physical well-being and inner peace [eternal peace] will create a holistic performance measurement to achieve the welfare of all. Therefore, performance measurement is no longer profit-oriented and is not only aimed at increasing satisfaction. However, performance measurement makes humans constantly aware of the benefit in their lives. Thus, no more human beings carry out economic activities based solely on achieving self-satisfaction by exploiting humans and the universe alone. The existence of awareness and identity of

spreading prosperity will shape human beings who are always grateful to God so that all their economic activities are aimed at the livelihood and management of this earth.

Performance Measurement Balance: “Sekala Niskala Happiness”

In the previous section, we discussed the assumptions and goals of humans referring to the goals of Hinduism, namely *Catur Purusa Artha*. These values interpret human existence as a witness to the oneness of God and the spread of happiness in the form of physical well-being (*sekala*) and inner peace (*niskala*). The true purpose of life can become an extraordinary energy that can bring humans to a better life, not only for themselves but for life more broadly. If likened to a journey, it can choose which path to pass to arrive at the destination after understanding the destination.

In the form of welfare, happiness is the hope of every human being who lives on this earth, in the form of material (*sekala*) or non-material (*niskala*). Humans carry out economic activities to achieve this welfare, one of which is performance measurement. Everyone has a different view of the meaning of well-being. Hamdi [19] argues that material is an intermediary medium to meet transitory needs. Therefore, matter is not the primary target and ultimate goal for humans. This material can be a human means to improve humanity and morality for others. Even in this case, humans are prohibited from hoarding material, let alone hoarding as much profit as possible [20].

Its relation to accounting, especially the concept of performance measurement, reflects that humans who internalize based on religious teachings will carry out activities accompanied by mental stability, so they will not be afraid and doubtful in obtaining sustenance in terms of material or non-material. It will also underlie humans to avoid competing for profits or profits using accounting because of the fear of not being able to live in prosperity [20].

In Hinduism, the purpose of human life is explained through the concept of *Catur Purusa Artha*, which consists of *Dharma* (truth) and *Artha* (wealth). *Kama* (desire), and *Moksa* (freedom and union with God). These four dimensions allow humans to gain true welfare and happiness: the world and the hereafter. This welfare is for oneself and all levels [17].

Dharma Synergy as a Performance Measurement Base

Building a performance measurement concept based on religious values is crucial [21]. It is

important to discuss because the performance measurement concept can only become a reality if the goal is formed. The purpose of the performance measurement concept will provide an overview of the established connectedness and the priorities aimed at in the organized perspective nets.

Etymologically, the word *Dharma* comes from the *Sanskrit* “dhr”, defined as truth, justice, law, rule, wisdom, and character [22]. The online *Sanskrit* dictionary defines *Dharma* as good, sound, and main. *Dharma* is the main foundation in *Catur Purusa Artha* because of its function as the basis for achieving *Artha*, *Kama*, and *Moksha*. *Dharma* is a vehicle for humans to live life in the world and which will lead humans to return home to the Creator. *Dharma* can be interpreted as actualizing the values contained in religious teachings, as various adherents believe that the values taught in religion can guide humans to obtain happiness in this world and the hereafter.

Firmansyah explains that life welfare is related to the balance of the soul related to divine justice. The welfare of life can be achieved by carrying out economic activities and measuring performance [21]. Scientific debates on how to measure financial stability at the macroeconomic level are still very contentious [23]. However, Firmansyah reminded us that the search for prosperity is not aimed at the spirit of accumulating too much wealth but the enthusiasm to get blessings from God [21]. Concerning the balance of performance measurement, a prosperous life does not lie in material utility obtained but in feelings. Ten values — contentment, family, serenity and clarity of soul, brotherhood, mutual help, mutual love, religion, character, and Sufism — must be attained to achieve prosperity. These values will encourage people to carry out economic activities based on truth and justice, not just focusing on the welfare of themselves and specific groups. As the highest peak and the primary goal of humans is God, the existence of God as the highest reality is the goal, vision, and mission of all human activities, including performance measurement.

Artha (Treasure): First but Not Main Purpose

Love of money, or the love of money, has become a popular theme in various psychological literature [24]. It indicates that the mental attitude of “love money” is one of the characteristics of modern humans. It cannot be denied that to meet life’s needs, humans need *artha*, namely wealth or riches. However, what is happening now is that wealth is being pursued to meet life’s needs and satisfy unlimited human desires. The purpose of

performance measurement is to produce data that later, when the data is analyzed accurately, will provide accurate information for management in making decisions to improve company performance, one of which is financial performance related to profits generated by the company's Efforts to acquire assets are not a mistake because artha or assets in *Catur Purusa Artha* is stated as one of the goals of life for human beings; without wealth or what is identified with money, it will be difficult for humans to achieve other life goals. It is essential to underline that the goal of wealth is required to be pursued through the path of *Dharma*, as *Sarasamuccaya sloka 12* states:

Kamarthau lipsamanastu dhammamevaditascaret, nahi dharmmadapetyarthah kamo vapi kadacana (Sarasamuscaya 12)

Translation:

"In essence, if *artha* and *kama* are demanded, then *dharma* should be done first; there is no doubt that *artha* and *kama* will surely be obtained later; there will be no meaning if the *artha* and *kama* deviate from *dharma*."

The primacy of the property acquired must be through the path of *Dharma* following religious teachings. Happiness is the reward that will be received by those who diligently acquire wealth through the path of *Dharma*. On the other hand, wealth acquired through a path contrary to *Dharma* is a taint that can cause suffering.

Kama (Desire/Desire): Aim that Must Be Controlled

One of human nature is to have lust or desires that want to be fulfilled in the form of fulfilling physical needs, hopes for the future, ideals, a better life, etc. In *Catur Purusa Artha*, this is known as *Kama*. Maslow's hierarchy of needs theory states that after humans are satisfied with fulfilling a need at the lowest level, individuals will try to satisfy the needs of the next level [25]. Based on this theory, the hierarchy of human needs is physiological needs, the need for security, the need for belonging and affection, the need for appreciation, and the need for self-actualization. The purpose of further performance measurement is human connectedness, not to stop at one point but to keep trying to achieve higher achievements. *Sloka 269 Sarasamuccaya* motivates humans to keep fighting, making the best use of time for actions to achieve *Dharma*, *Artha*, and *Kama*.

Avadhyam divasam kuryad dharmatah kamator thatah, gate hi divase fasminstadunam tasya jivitam (Sarasamuscaya 269)

Translation:

"Do not let that time pass by uselessly; give it a chance to make use of that time; perhaps this time can be used to complete deeds in the fields of *dharma*, *artha*, and *kama* because it is inevitable that this life will end, at one time, by therefore, make good use of the time of life, do not waste or procrastinate time (*Sarasamuscaya 269*)."

Desire is necessary as long as humans live, so in *Catur Purusa Artha*, fulfilling desires is one of life's goals. However, the desire in question is not unconditional free will. Desires or desires must be desires controlled by *Dharma*. Control of desires is needed to prevent them from becoming harmful and destructive so that they can harm themselves and society more broadly [25].

Moksha: The "Reminding" Final Destination

Performance measurement, part of the management control process, can be used as a management tool to achieve organizational goals. Performance measurement must be based on all objectives that follow the vision and mission of the organization, are oriented towards the level of satisfaction or welfare of stakeholders, and are directed towards realizing organizational sustainability. Organizations or institutions must align the achievement of economic, social, environmental, and spiritual performance. Environmental issues are now a major problem on a global scale [26].

Performance measurement that is only material performance oriented (economic), with quantitative (monetary) benchmarks, needs to include elements of non-material performance evaluation with qualitative and quantitative (non-monetary) benchmarks and harmonious relations among wider stakeholders.

Humans cannot be completely free from worldly desires as a creature formed of them from material elements. The body needs material intake to survive. Worldly roles also demand responsibilities that must be fulfilled in order to realize a happy life. It means that liberation is not a complete abandonment of worldly things. *Moksartham jagadhita, you call it Dharma*, is thus stated as the goal of human life, which means attaining happiness in the world and the hereafter (*Moksa*). Worldly happiness should be attained without losing awareness of one's identity.

Control over desires is one of the essential keys to nourishing the soul's growth so that it grows vital in achieving goals, as taught in the sloka above. Humans who view their identity as a physical body will only perform actions to fulfill their physical desires. Strong attachment to worldly things will push people down

(spiritually) so that they can defeat the power of the soul that wants to pull them up (spiritually).

CONCLUSIONS

Developing a complete and balanced performance measurement concept, especially in companies, is crucial in this life. This research provides implications and contributions to the realization of performance measurement that is intact and balanced. It can be the basis for decisions and awareness steps for companies and the public to pay more attention to all aspects within and around the company.

The development of the concept of measuring performance using Hindu religious values, namely *Catur Purusha Artha*, interprets the purpose of human life as achieving happiness in the form of physical well-being (*sekala*) and inner peace (*niskala*). The happiness in question has a different meaning from material happiness in the form of well-being in the concept of homo economicus.

In the process of formation, the human assumption that is awakened is that humans are witnesses to the oneness of God and always worship Him based

on *Dharma* values as the foundation of truth. These assumptions and goals are internalized in the concepts of physical happiness (*sekala*) and inner peace (*niskala*), thus forming an *Artha* (wealth) perspective based on *Dharma*. Next is the *Kama* perspective by controlling desire as the nature of every living thing that must be controlled. The last goal, as the highest goal, is *Moksha*, namely achieving happiness through physical well-being (*sekala*) and inner peace (*niskala*). These perspectives are interconnected and have a wholeness in the reality of this life.

There are several obstacles in the effort to develop the performance measurement concept. This research is still at the conceptual level, so further research is needed at the practical level to apply this performance measurement's development to the company's business activities. Furthermore, this study explores the general concept of the company's nature, even though many companies today have different concepts and bases. Therefore, further studies are needed to explore the basic concepts of specific companies.

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