

The Role of Maslahah Organizational Architecture in Sustainable Organizational Performance

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ABSTRACT

This study aims to develop a model of maslahah organizational architecture capable of enhancing sustainable organizational performance. The respondents consisted of heads of study programs at private higher education institutions. Data analysis was conducted using structural equation modeling with AMOS software. Nine hypotheses were proposed and empirically supported by the data: (1) Maslahah organizational culture positively influences partner agility; (2) Maslahah organizational culture positively influences sustainable organizational performance; (3) Maslahah information technology positively influences partner agility; (4) Maslahah information technology positively influences sustainable organizational performance; (5) Maslahah organizational congruence positively influences partner agility; (6) Maslahah organizational congruence positively influences sustainable organizational performance; (7) Maslahah organizational knowledge positively influences partner agility; (8) Maslahah organizational knowledge positively influences sustainable organizational performance; (9) Partner agility positively influences sustainable organizational performance. The findings indicate that the primary priority for improving sustainable organizational performance is shaped by partner agility, which is fostered through maslahah organizational knowledge. Organizational knowledge managed according to maslahah principles enhances internal stability, strengthens external competitiveness via partner agility, and ultimately improves sustainable organizational performance.

Keywords: Sustainable Organizational Performance, Partner Agility, Maslahah Organizational Architecture

INTRODUCTION

The Resource-Based Theory (RBT) is a strategic management theory that emphasizes competitive advantage derived from a firm's internal resources. These resources are valuable, rare, difficult to imitate, and non-substitutable. They include capabilities, organizational processes, and both tangible and intangible assets (Barney, 1997; Sirmon et al., 2007). According to resource-based theory, there are two types of resources: tangible and intangible. Both play a central role in enabling firms to achieve higher organizational performance. Intangible resources considered critical to corporate success include corporate reputation, product reputation, and employee

knowledge (Hall, 1992; Roberts & Dowling, 2002), perception of quality and the capacity to manage change as integral components of organizational culture (Zollo & Winter, 2002; Teece et al., 1997; Hatch & Schultz, 2003). Strategic assets can influence firm performance not solely based on the inherent characteristics of the resources themselves, but also through the way the organization communicates, coordinates, and integrates its internal processes (Ray et al., 2004; Teece, 2007; Zollo & Winter, 2002). Consistency among resources, efforts, and organizational mechanisms is critically important for sustaining performance (Hitt et al., 2001). Resource-based theory emphasizes organizational learning processes, knowledge accumulation, capability development, and associative change processes (Zollo & Winter, 2002).

According to resource-based theory, organizational architecture plays a role in managing and optimizing resources to achieve competitive advantage. This architecture encompasses both formal structures and informal elements that influence the flow and interaction of resources, with a network-based approach aiding in the understanding of these dynamics (Soda & Zaheer, 2012). Organizational architecture serves as a framework for managing interactions among units, helping to establish a clear task map and facilitating coordination across units (Appiah et al., 2022).

Organizational architecture is a complex phenomenon encompassing multiple elements, including culture, structure, strategy, human resources, communication, and processes (Verma, 2023). This architecture is not merely a matter of redesign, but a holistic approach aimed at building an organization prepared for the future (Silverman, 2017). In addition, organizational architecture encompasses three key components: the delegation of decision-making authority, performance evaluation systems, and remuneration structures (Brickley et al., 2023). Therefore, organizational architecture is well suited to support transformative change. However, organizational architecture may face limitations in achieving alignment and beneficial outcomes among its core design factors (Laith, 2017). The risk of misalignment among elements of organizational architecture will diminish its benefits (Nadler&Tushman, 1997; Galbraith,2014; Burton et al,2020)

Organizational architecture does not exert a statistically significant direct effect on sustainable organizational performance (Edmund et al., 2016; Ljubomir et al., 2016). However, organizational architecture exerts a statistically significant influence on sustainable organizational performance (Laith et al., 2017; Menon et al., 2021; Angelina, 2023). Based on the foregoing discussion, this article aims to examine the development model of maslahah organizational architecture and its impact on sustainable organizational performance.

LITERATURE REVIEW

Sustainable Organizational Performance

Sustainable organizational performance refers to the integration of operational efficiency with social and environmental responsibility, aimed at generating long-term value for stakeholders (Epstein et al,2021). Lozano (2020), it is affirmed that sustainable organizational performance entails the achievement of financial performance, process innovation, and contribution to sustainable development. This concept adopts the triple bottom line approach, which evaluates organizational performance across three core dimensions: profit (economic), people (social), and planet (environmental) (Elkington & Rowlands, 2021). Within the context of strategic management, sustainable organizational performance refers to an organization's ability to consistently adapt to external changes without compromising its internal integrity. (García-Sánchez et al.,2022). It is further added that indicators of sustainable performance must reflect a balance among business efficiency, ethical governance, and long-term impact on society and the environment (Alpopi & Silvestru,2023). Therefore, sustainable organizational performance is the organization's ability to generate economic value while upholding social responsibility and environmental sustainability. (Mensah et al,2022) Sustainable organizational performance is defined as the organization's long-term capacity to achieve its strategic objectives without compromising environmental balance or the values of its stakeholders. Ahmed et al. (2023). Sustainable organizational performance can be understood as the organization's long-term ability to generate balanced economic, social, and environmental value through operational efficiency, innovation, and adaptation to change, without compromising internal integrity or stakeholder interests. Yuan and Zuo (2013) emphasize the necessity of clear qualitative and quantitative indicators to measure and continuously improve such performance. Sustainability encompasses the entire system, including the use of resources in a manner that does not harm the environment or society (Velazquez et al., 2006). It is evident that sustainable performance has now become a strategic factor in building credibility and global competitiveness (Findler et al., 2019). Thus, sustainable performance is not merely about short-term achievements, but concerns how higher education institutions manage their role as agents of change toward a more just, healthy, and sustainable future.

Partner Agility

Organizational agility is essential for responding to labor market demands through partnerships and responsive systems (Dora et al., 2024). Organizational architecture supports partner agility by facilitating communication, collaboration, and adaptation (Marinela et al., 2011). Partner agility is a dynamic capability that enables organizations to effectively restructure, initiate, or terminate partnerships in alignment with strategic shifts and external disruptions. (Sambamurthy et al, 2003). Partner agility refers to a firm's ability to rapidly adjust and realign interorganizational relationships with partners in response to shifts in the market or external environment (Liu et al., 2013). Another perspective defines it as the strategic capacity of an organization to adapt and collaborate flexibly and proactively with external partners, encompassing joint innovation, rapid responsiveness, and the optimization of partnerships to generate added value across diverse contexts (Mukerjee, 2014; Carla et al., 2022; Rath, 2023). Therefore, partner agility is the organization's ability to swiftly and proactively adjust, establish, or terminate partnerships with external parties in response to change and in pursuit of added value. A flexible organizational architecture—characterized by open communication, adaptive governance, and technological support—fosters the development of partner agility (Sambamurthy et al., 2003). Strategic and systemic alignment within the organization is identified as a fundamental prerequisite for partner agility (Tallon & Pinsonneault, 2011). Furthermore, a collaborative, innovative, and open organizational culture is highlighted as a critical foundation for partnership agility (Felipe et al. 2017).

Maslahah

Within the Islamic framework, not all human desires are recognized as legitimate needs. Only those desires that embody *maslahah*, meaning those that yield benefit in both this world and the hereafter, may be considered true needs (Euis Amalia, 2007). *Maslahah* refers to the concept of public interest or societal welfare in Islamic economics, emphasizing the prioritization of collective benefit over individual utility. It serves as a guiding principle for economic behavior, ensuring alignment with ethical values derived from the Qur'an and the Sunnah. (Harianto & Dharm, 2024).

Maslahah must be understood as a foundational policy framework that bridges Islamic legal principles with the needs of contemporary society (Mohammad et al., 2021). *Maslahah* represents a rational and adaptive approach in Islamic jurisprudence, capable of addressing modern challenges without compromising shari'ah principles (Abdel wahab, 2022). In the context of organizational governance, defining *maslahah* serves as the basis for formulating decisions oriented toward public benefit and social accountability (Rahim et al., 2023). *Maslahah* also entails the alignment of Islamic ethics with principles of sustainability and value-based leadership. (Ismail & Hamat ,2023).

Organizational Architecture

The Resource-Based Theory (RBT) originated from Penrose's (1959) concept of firm growth, which emphasized the exploitation and creation of resources as key determinants (Wernerfelt, 1984). RBT underscores the importance of combining resources and capabilities to form strategic assets (Maritan & Peteraf, 2017), as well as the contribution of unique resources to sustain competitive advantage (Barney et al., 2021). This theory has been widely applied across various domains, including marketing and organizational management (Kozlenkova et al., 2014), and has become a central pillar of modern business strategy (Barney, 1991). RBT asserts that a firm's competitive advantage stems from internal resources that are valuable, rare, difficult to imitate, and non-substitutable, which collectively drive superior and sustainable performance.

According to Zhao and Fan (2018), resources are classified into three categories: tangible resources, human resources, and intangible resources. However, the Resource-Based Theory emphasizes that these resources cannot generate strategic value unless supported by an organizational architecture capable of managing and integrating them effectively (Felin et al., 2015). Therefore, the Resource-Based Theory must be understood within the context of a complex organizational system, in which internal structures and processes play a critical role (Lockett et al., 2021).

Organizational architecture refers to the framework that defines an organization's structure, processes, systems, roles, and internal relationships, as well as their interconnection with the external environment, in order to support the achievement of strategic objectives (Fjeldstad, 2012; Gomathy, 2023; Kannan et al., 2022). This architecture influences the organization's agility in responding to change and adapting within dynamic environments (Laith et al., 2017). The process involves the reconfiguration, integration, and transformation of resources (Fleish et al., 2023), as well as the adoption of organizational configurations that support service-based business models (Heirati et al., 2023). Appropriate organizational architecture is also critical for adapting to digital transformation amid technological instability and rapid change (Pratima et al., 2023). Overall, organizational architecture serves as a

strategic framework that integrates internal structures, systems, and processes to foster agility, adaptation, and organizational transformation in the face of rapid technological and environmental dynamics.

Most researchers use different dimensions when studying organizations. The dimensions of organizational architecture include: First, Organizational Structure, this is the process of distributing activities and resources among employees and clarifying formal relationships between organizational levels. Second, Organizational Culture, this refers to a shared set of values, beliefs, rules, meanings, and practices among staff within the organization. Third, Organizational Design, this is a purpose-driven process aimed at integrating information, technology, workers, and their relationships within the organization. (Laith et al,2017)

Organizational architecture encompasses multiple dimensions that play a critical role in shaping an organization's structure, culture, and effectiveness. These dimensions include organizational structure, organizational culture, information technology, strategy, and others. They are interrelated and mutually influential, determining how an organization functions and adapts to change. An organization's openness to change can significantly affect its architecture, influencing elements such as perceptions, intentions, and attitudes toward change initiatives. (Fleih & Muheibes, 2023). This emotional dimension introduces a human element into the organizational structure, highlighting the importance of understanding and managing emotions within the organizational context. In addition, the dimension of organizational congruence in organizational architecture can facilitate process transformation within a company, while the dimensions of modularity and organizational knowledge are also important considerations.

Partner Agility

Agility in higher education institutions is essential to meet labor market demands through partnerships and responsive educational systems (Dora et al., 2024). Organizational architecture supports partner agility by enabling communication, collaboration, and adaptation (Marinela et al., 2011). Partner agility is a dynamic capability that allows organizations to effectively restructure, initiate, or terminate partnerships in alignment with strategic shifts and external disruptions (Sambamurthy et al., 2003). It also refers to a firm's ability to rapidly adjust and realign interorganizational relationships with partners in response to changes in the market or environment (Liu et al., 2013). Furthermore, partner agility is defined as the strategic capacity of an organization to adapt and collaborate flexibly and proactively with external partners, encompassing joint innovation, rapid responsiveness, and the optimization of partnerships to generate added value across diverse contexts (Mukerjee, 2014; Wilhelm, 2018; Carla et al., 2022; Rathi, 2023). Indicators of partner agility include number and quality of partnerships, response speed, joint innovation, resource access, partner feedback, and performance improvement (Mukerjee, 2014). Other scholars propose additional indicators: response speed, collaborative flexibility, effective communication, joint innovation, partner satisfaction with cooperation, capacity development, achievement of shared goals, and adaptability to change (Rathi et al.,2023).

Maslahah Organizational Architecture

Maslahah Organizational Architecture refers to a framework that delivers benefit across all organizational components, supporting the achievement of sustainable strategic objectives for all stakeholders. This architecture has the potential to enhance sustainable organizational performance, either directly or indirectly, through partner agility. The four dimensions of maslahah organizational architecture are: maslahah organizational culture, maslahah information technology, maslahah organizational congruence, and maslahah organizational knowledge, as explained below:

Maslahah Organizational Culture

Maslahah Organizational Culture (MOC) refers to the collective benefit realized through moral values and principles that guide organizational decisions, interactions, and strategic direction. A conducive organizational culture fosters innovation and knowledge sharing, both of which are critical for partner agility in universities. Such a culture promotes collaboration and responsiveness in adapting to the needs of external stakeholders (Desere et al., 2020). In universities, a loosely structured organizational culture influences partnership dynamics and decision making. To enhance partner agility, cultural reform and improved partnership governance are necessary to cultivate sustainable working relationships and collaborative practices (Badariah et al., 2020). Organizational culture affects partner agility through collaboration, innovation, and adaptability. A supportive culture encourages teamwork and shared values, strengthening responsiveness to change and the effectiveness of partnerships within dynamic educational environments (Rois et al., 2023). Therefore, it can be concluded that a conducive, innovative, and collaborative organizational culture significantly enhances partner agility in universities. Cultural reform and better

partnership frameworks are essential to establish sustainable working relationships, accelerate decision making, and respond effectively to change. (Desere et al., 2020; Badariah et al., 2020).

Organizational culture influences partner agility in universities through the alignment of shared values, collaboration, trust, and adaptability. A supportive culture enhances responsiveness to change, fosters innovation, and strengthens partnerships within dynamic educational environments (Arief et al., 2021; Adebayo et al., 2022; Surya et al., 2022). Based on the findings of prior studies, the following hypotheses are proposed:

H1: There is a significant effect of maslahah organizational culture on partner agility.

Sustainable organizational performance refers to an organization's ability to achieve strategic objectives and deliver long-term value to stakeholders while maintaining operational continuity through the reduction of environmental and social impacts (Julija Steinhart, 2024). It is a multidimensional concept that integrates economic, social, and environmental dimensions, supported by effective leadership and adaptive processes to generate positive contributions to society and the environment (Shahawati et al., 2024). Sustainable organizational performance entails aligning institutional mission with sustainability practices, engaging stakeholders, and achieving measurable outcomes (Lopez, 2018). Organizational culture exerts a significant influence on sustainable organizational performance (Lacramiora Mansour et al., 2023; Mohamed et al., 2023; Bin Hu et al., 2023; Adebayo et al., 2022). Based on findings from prior studies, the following hypothesis is proposed:

H2: There is a significant effect of Maslahah Organizational Culture on Sustainable Organizational Performance.

Maslahah Information Technology

Maslahah Information Technology (MIT) refers to the fair and open utilization of digital technology across all levels and units of the organization. Partner agility denotes the organization's ability to leverage partnerships with various stakeholders to access resources, innovation, funding, and support. In universities, this is reflected in collaborations with industry for research, internships, and pedagogical innovation (Sheila Mukerjee, 2014). Partner agility also encompasses the organization's capacity to collaborate and adapt flexibly with partners within a dynamic environment, in order to respond to change, seize opportunities, and address challenges collectively. (Elena Wilhelm, 2018). Partner agility is the organization's ability to adapt and collaborate effectively with partners in response to changes in the market, technology, and environment, including rapid adaptation, collaboration, joint innovation, and decision making (Carla et al., 2022). It can be concluded that partner agility is the organization's capacity to adapt, collaborate, and innovate effectively with partners in a dynamic environment, characterized by flexibility, responsiveness, and proactive engagement to seize opportunities and address shared challenges. (Sheila Mukerjee, 2014; Elena Wilhelm, 2018; Carla et al., 2022). Information technology enhances partner agility through real-time collaboration, knowledge transfer, and rapid responsiveness, thereby supporting innovation and performance (Mary et al., 2007; Salman et al., 2008; Paul et al., 2019; Pina et al., 2023). Based on the findings of prior studies, the following hypothesis is proposed:

H3: There is a significant effect of Maslahah Information Technology on partner agility.

Information technology plays a strategic role in enhancing sustainable organizational performance within university settings. IT-based feedback systems enable ecological footprint tracking, sustainability goal setting, and the provision of environmental data through user-friendly interfaces to support informed decision making (DB Heras et al., 2011). It is emphasized that information management and the use of technology platforms can improve operational efficiency while simultaneously supporting sustainable practices in academic and administrative processes (Valentin Grecu, 2015). Furthermore, information technology facilitates organizational control, information flow, and continuous learning, enabling the integration of economic, environmental, and social sustainability dimensions into organizational decision-making systems (Bhavya et al., 2019). IT supports university sustainability performance by tracking ecological impacts, improving operational efficiency, and enabling data-driven decisions. The integration of IT allows for the effective management of economic, environmental, and social sustainability (DB Heras et al., 2011; Valentin Grecu, 2015; Bhavya et al., 2019). Additionally, information technology enhances sustainable university performance by optimizing knowledge management, improving teaching and learning quality, supporting academic achievement, and reinforcing long-term competitive advantage (Carine et al., 2018; Evi et al., 2024). Based on findings from prior studies, the following hypothesis is proposed:

H4 : There is a significant effect of Maslahah Information Technology on Sustainable Organizational Performance.

Maslahah Organizational Congruence

Maslahah Organizational Congruence (MOC) refers to the alignment of organizational values and strategic direction that collectively generates sustained mutual benefit.

In principle, this concept ensures that organizational congruence fosters harmony among what the organization communicates, what it does, and what it believes, thereby supporting the sustainability of its objectives. Organizational congruence in universities involves aligning core elements, processes, digitalization, and stakeholders to ensure educational programs are equitable, inclusive, and responsive to learners' needs in the digital era (Karim et al., 2012). Organizational congruence also implies alignment between individual and organizational values, which is essential for enhancing commitment, motivation, and inclusion, as well as supporting recruitment, retention, and overall organizational effectiveness (Oyelakin et al., 2022). Based on these perspectives, it can be concluded that organizational congruence encompasses the alignment of values, core elements, and individual needs to create an inclusive environment that supports growth, motivation, and organizational effectiveness (Robert Albanese, 1972; Karim et al., 2012; Oyelakin et al., 2022). Furthermore, organizational congruence enhances collaboration, adaptation, and trust among partners, facilitating strategic alliances and knowledge transfer. In higher education, partner agility, pedagogical innovation, and an agile mindset are necessary to prepare students for future careers (Patricia et al., 2017; Pawel et al., 2024; Yuliia et al., 2024; Dora et al., 2024). Based on findings from prior studies, the following hypothesis is proposed:

H5: There is a significant effect of Maslahah Organizational Congruence on partner agility.

Sustainable organizational performance in universities is defined as the ability to enhance societal quality of life by balancing economic, social, and environmental dimensions, while ethically mobilizing resources to meet existing needs (Cowen et al., 2024). It also encompasses the university's capacity to generate and disseminate knowledge through the effective management of human, social, intellectual, and financial capital, in order to ethically address socioeconomic and environmental needs (Tajammal Hussain et al., 2019). Furthermore, sustainable performance involves integrating social, economic, and environmental considerations into the university's core activities to ensure long-term operational viability and to foster institutional commitment to sustainability in teaching, research, and community engagement (Le Kang et al., 2018). Thus, sustainable organizational performance in universities includes improving societal well-being, ethical resource utilization, and the full integration of sustainability across all core institutional functions (Le Kang et al., 2018; Tajammal Hussain et al., 2019; Cowen et al., 2024). Organizational sustainability requires strategic alignment of policies and actions across all core domains, teaching, research, and community engagement, to enhance overall performance. Organizational congruence has been shown to exert a significant impact on overall performance (Tajammal Hussain et al., 2019; Hardani, 2023; Josiane et al., 2023; Singh, 2024). Based on findings from prior studies, the following hypothesis is proposed:

H6: There is a significant effect of Maslahah Organizational Congruence on Sustainable Organizational Performance.

Maslahah Organizational Knowledge

Maslahah Organizational Knowledge (MOK) refers to a knowledge management system that ensures benefit and accountability in the sharing and utilization of information within an organization. MPO emphasizes the consistent and sustainable dissemination of knowledge for the collective good, fostering innovation, efficiency, and problem solving. Knowledge sharing among academics is critical for professional development in universities. A supportive organizational climate, characterized by affiliation and trust, strengthens organizational knowledge, whereas competition and individualism hinder it (Zhenyu et al., 2024). Organizational knowledge in universities encompasses technical, institutional, and managerial dimensions that drive technological innovation and the accumulation of insights for effective learning and adaptation (Wang Aiwen, 2022). It also includes the effective creation, transfer, and integration of knowledge through collaboration and technology adoption, thereby enhancing competitiveness and sustainable advantage (Joseph et al., 2024). Organizational knowledge is essential for academic development, innovation, and university competitiveness. A supportive environment, coupled with collaboration and technology, reinforces sustainable knowledge management processes (Wang Aiwen, 2022; Joseph et al., 2024; Zhenyu et al., 2024). Furthermore, organizational knowledge, openness, and experimentation enhance partner agility. Through semantic ontologies and novel knowledge transfer models, universities can foster effective collaboration with industry, strengthen innovation, and improve competitiveness (Marzieh et al., 2013; Mehran et al., 2014; Anca et al., 2015). Based on findings from prior studies, the following hypothesis is proposed:

H7: There is a significant influence of Maslahah Organizational Knowledge on Partner Agility.

Sustainable organizational performance in universities is defined as the ability to enhance societal quality of life by balancing economic, social, and environmental dimensions, while ethically mobilizing resources to meet social and environmental needs (Cowen et al., 2024). It also encompasses the university's capacity to generate and disseminate knowledge through the effective management of human, social, intellectual, and financial capital to support a sustainable future (Tajammal Hussain et al., 2019). Furthermore, this performance involves integrating social, economic, and environmental considerations into the university's core activities to ensure long-term sustainability through teaching, research, and community engagement. (Le J. Kim.Y al., 2022)

It can be concluded that sustainable organizational performance in universities encompasses the improvement of societal quality of life by balancing economic, social, and environmental dimensions, achieved through the ethical mobilization of resources and the integration of sustainability into the institution's core activities. (Tajammal Hussain et al., 2019; Cowen et al., 2024). Organizational knowledge supports university sustainability through innovation, resource efficiency, and the cultivation of a sustainability-oriented culture. Sustainability values, partnerships, and flexible strategies reinforce governance frameworks for sustainable development (Le, 2022; Peter et al., 2022). Based on findings from prior studies, the following hypothesis is proposed:

H8: There is a significant effect of Maslahah Organizational Knowledge on Sustainable Organizational Performance.

Collaboration and resource sharing with partners enable institutions to enhance sustainable performance through innovation, efficiency, and improved outcomes, surpassing the benefits of inter-institutional competition (Calin et al., 2014). Partner agility encompasses adaptation, managerial engagement, and resolution of real-world problems, which collectively contribute to improved sustainable organizational performance (Arturas et al., 2018). Partner agility is critical for sustainable performance in higher education institutions, as it fosters collaboration, problem solving, and the integration of diverse perspectives (Le Kang et al., 2018). Partner agility enhances sustainable performance in higher education (Michael et al., 2021), driving sustainable organizational performance through responsiveness to collaborative dynamics, effective problem solving, and synthesis of diverse viewpoints (Michael et al., 2021; Le Kang et al., 2018; Arturas et al., 2018; Calin et al., 2014). Based on findings from prior studies, the following hypothesis is proposed:

H9: There is a significant influence of Partner Agility on Sustainable Organizational Performance.

METHODOLOGY

Respondent

The population refers to the generalizable scope comprising objects or subjects that possess specific qualities and characteristics defined by the researcher for study, from which conclusions are subsequently drawn (Ferdinand, 2014). The unit of analysis in this study is private higher education institutions in West Java, totaling 423 active institutions, with respondents consisting of their institutional leaders.

Variable and Indicator

The variables in this study are Sustainable Organizational Performance, Partner Agility, Maslahah Organizational Culture, Maslahah Information Technology, Maslahah Organizational Congruence, and Maslahah Organizational Knowledge. The indicators for Sustainable Organizational Performance are adapted from Omar et al. (2024) and Roba & Elbawab (2024), and include: economic performance, social performance, environmental performance, governance, and strategic management. The indicators for Partner Agility are drawn from Sheila Mukerjee (2014) and Priya Rathie et al. (2023), and include: number and quality of partnerships, stakeholder engagement, joint innovation, partner satisfaction, and adaptability to change. The indicators for Maslahah Organizational Culture include religious organizational values, scientifically grounded adaptability, professional reward systems, and harmonious human resource involvement. The indicators for Maslahah Information Technology include digital infrastructure, budgetary oversight, research and innovation centers, and promotion of critical and creative thinking. The indicators for Maslahah Organizational Congruence include strengthening campus integrity, reinforcing intellectual values, religious and open leadership, and adaptive capacity. The indicators for Maslahah Organizational Knowledge, developed specifically for this study, include creation of a safe and tolerant environment, optimization of funding, and optimization of sustainable productive asset income.

Analytical Technique

Quantitative data in this study are analyzed using Structural Equation Modeling (SEM) with the AMOS software. SEM is a statistical technique that allows for the testing of a relatively complex set of interrelated relationships. One of the key strengths of SEM in management research is its capacity to simultaneously evaluate two components: the structural model, which examines relationships between independent and dependent constructs, and the measurement model, which assesses the linkages between observed indicators and their underlying latent constructs.

DISCUSSION

Based on the full model calculation from Structural Equation Modeling (SEM) using AMOS software, the results are presented in Figure 1 and Table 2.

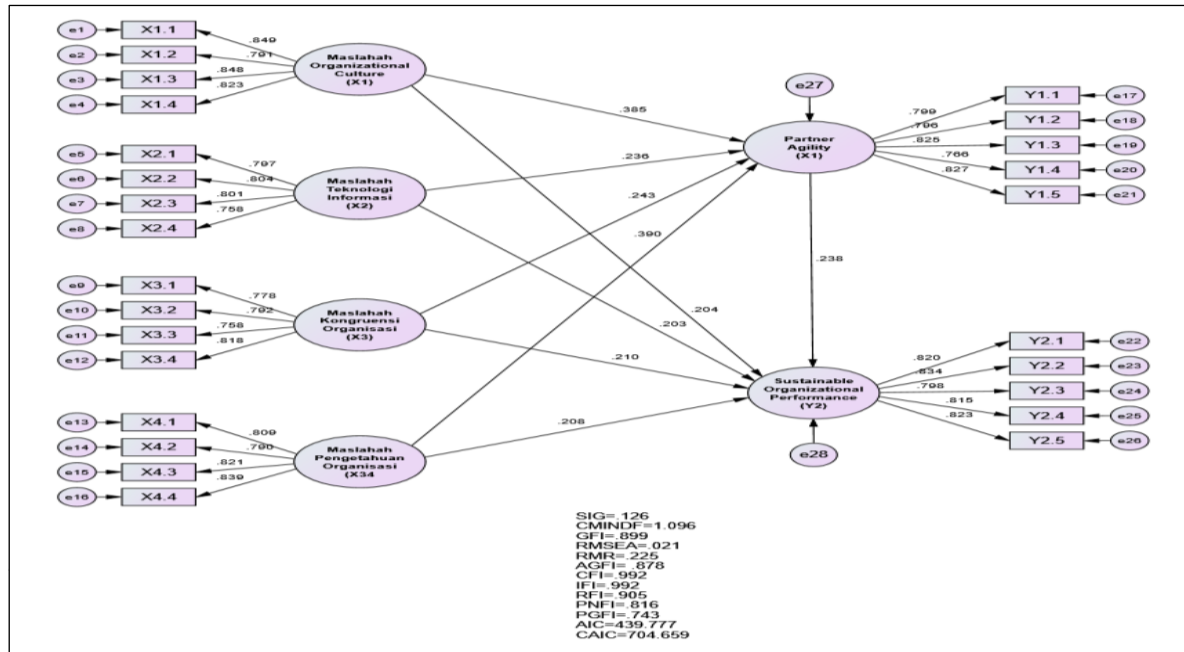


Figure: Full Model Test

(t-value) table below. Table 1 shows that the nine proposed hypotheses, namely that the influence of Masalahah Organizational Culture on Partner Agility will become stronger, that the influence of Masalahah Organizational Culture on Sustainable Organizational Performance will become stronger, that the influence of Masalahah Organizational Culture on Sustainable Organizational Performance will become stronger, that there is an influence of Masalahah Information Technology on Partner Agility, that there is an influence of Masalahah Information Technology on Sustainable Organizational Performance, that there is an influence of Masalahah Organizational Congruence on Partner Agility, that there is an influence of Masalahah Organizational Congruence on Sustainable Organizational Performance, that there is an influence of Masalahah Organizational Knowledge on Partner Agility, that there is an influence of Masalahah Organizational Knowledge on Sustainable Organizational Performance, and that there is an influence of Partner Agility on Sustainable Organizational Performance, are supported by empirical data.

Table 1 Path Coefficients and C.R. (t-value)

No	Hypotesis			STD Estimate	C.R.	P	Result
1	Partner_Agility_Y1	<---	MOC_X1	0.385	5.675	***	Suported
2	Partner_Agility_Y1	<---	MTI_X2	0.236	3.560	***	Suported
3	Partner_Agility_Y1	<---	MKO_X3	0.243	3.642	***	Suported
4	Partner_Agility_Y1	<---	MPO_X4	0.390	5.641	***	Suported
5	SOP_Y2	<---	MPO_X4	0.208	2.717	0.007	Suported
6	SOP_Y2	<---	MKO_X3	0.210	2.931	0.003	Suported
7	SOP_Y2	<---	MTI_X2	0.203	2.860	0.004	Suported
8	SOP_Y2	<---	MOC_X1	0.204	2.693	0.007	Suported
9	SOP_Y2	<---	PA_Y1	0.238	2.596	0.009	Suported

The research gap addressed in this study lies in the limitations of organizational architecture regarding alignment and public benefit among its core design factors (Laith, 2017). The risk of misalignment among elements of organizational architecture diminishes its effectiveness (Nadler & Tushman, 1997; Galbraith, 2014; Burton et al.,

2020). Based on the significance of hypothesis testing, it can be explained that organizational architecture underscores the importance of interdependence among its elements (James et al., 1995). Although organizational architecture is a strategic component in achieving competitive advantage and sustainable performance, several contemporary studies indicate that key elements of organizational architecture are often overlooked in modern organizational practice (Burton et al., 2020). This study contributes by introducing additional dimensions to the relationship within Organizational Architecture grounded in Resource-Based Theory. These dimensions include Organizational Culture, Information Technology, Organizational Congruence, and Organizational Knowledge. Furthermore, hypothesis testing results demonstrate that the dimensions of organizational architecture, when integrated within Maslahah Organizational Architecture and mediated by Partner Agility, significantly influence sustainable organizational performance.

The second research gap is that organizational architecture **does not have a significant effect** on sustainable organizational performance (Edmund et al., 2016; Ljubomir et al., 2016; Jon et al., 2006; Michael et al., 2010). However, organizational architecture **does have a significant effect** on sustainable organizational performance (Laith et al., 2017; Menon et al., 2021; Angelina, 2023; Abdulhadee et al., 2023). This study contributes by integrating Islamic values (Maslahah) into the formulation of indicators for organizational architecture in a manner that is contextually acceptable and normatively grounded. Hypothesis testing results show that Maslahah Organizational Architecture, comprising Maslahah Organizational Culture, Maslahah Information Technology, Maslahah Organizational Congruence, and Maslahah Organizational Knowledge, influences Partner Agility and enhances Sustainable Organizational Performance. Each variable within Maslahah Organizational Architecture contributes to strengthening partner agility, which in turn drives improvement in sustainable organizational performance.

CONCLUSION

Managerial Implications

Based on the findings of this study, including direct, indirect, and total effects, the managerial implications of the Maslahah Organizational Architecture development model are directed toward improving sustainable organizational performance. The highest priority for enhancing sustainable organizational performance lies in partner agility, which is built upon maslahah organizational knowledge. Organizational knowledge governed by maslahah principles strengthens internal stability, boosts external competitiveness through partner agility, and leads to improved sustainable organizational performance.

Future Research

The results of this study indicate that the antecedent variables of partner agility and sustainable organizational performance, namely maslahah organizational culture, maslahah information technology, maslahah organizational congruence, and maslahah organizational knowledge, exhibit moderate influence. Therefore, given the limitations of this study, the impact of maslahah organizational architecture variables on partner agility and sustainable organizational performance encounters a bottleneck. Consequently, future research presents an interesting avenue by incorporating mediating variables or additional indicators to further explain and strengthen these relationships.

Conclusion

The improvement of sustainable organizational performance is influenced by partner agility, which is developed through maslahah organizational knowledge. Organizational knowledge managed in accordance with maslahah principles enhances internal stability, strengthens external competitiveness via partner agility, and improves sustainable organizational performance.

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