

Research Article

Analysis of Financial Performance Using the Allocation to Collection Ratio (ACR) and International Standard of Zakat Management (ISZM) Method

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Darna: <https://orcid.org/0009-0005-2946-7805>**Abstract.**

This study aims to analyze the level of effectiveness of zakat management organizations in distributing collected zakat funds and measuring the capacity and efficiency of national zakat management organizations in managing and distributing zakat funds through their programs. The analysis method uses the allocation to collection ratio (ACR) model and the International Standard of Zakat Management (ISZM). The data analyzed is the Annual Financial Report data and the financial performance report of the Badan Amil Zakat Nasional for the 2017-2021 period. The results of data analysis with ACR show that it must maintain its effectiveness and continue improving its financial performance. The results of the calculation of the efficiency level of the ISZM model can still improve efficiency in managing its fund expenditure and conducting its collection activities. The result of ISZM model capacity measurement, must maintain its potential, especially the distribution and collection of funds for Mustahiq empowerment programs. To increase the trust of zakat payers, this research acts as an input for national zakat management organizations to pay attention to their effectiveness and efficiency ratios using the ACR and ISZM methods. Assessment of organizational performance is important for management to evaluate performance in maintaining organizational sustainability and achieving the main objectives of the organization.

Keywords: financial performance, allocation to collection ratio (ACR), International Standard of Zakat Management (ISZM)

1. Introduction

From a global economic point of view, there is no doubt that zakat has the potential to maintain the economic security of individuals, countries, and global economy. However, if it is not balanced with good organizational management, regional and international zakat management will be useless, because it has a fragile system. Because the core of the proper utilization of zakat is in the hands of amil or organizational management. According to Law No. 23 Year 2011 on zakat management and Government Regulation No. 14 Year 2014 on the implementation of Law No. 23 Year 2011 on zakat management,

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Published: 29 August 2024

Publishing services provided by
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Selection and Peer-review under the responsibility of the ASABEC 2023 Conference Committee.

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national zakat amil agency (BAZNAS) is mandated to manage zakat nationally. In managing zakat funds, it conducts planning, actuating, controlling, providing reports and accountability in collecting, distributing, and utilizing zakat funds nationally. In carrying out this task, it has two functions, namely as a national zakat coordinator and as an operator [1].

In the achievement of distribution based on its program in 2022, it shows that the realization and plan have not reached 100%. In the economic sector, there is still a high gap, with a 2022 plan value of Rp129,015,250,000 it is only able to realize 47.2% of the distribution plan in the economic sector set, which is Rp60,897,715,753. This shows that BAZNAS's performance is still not optimal, especially in equitable distribution of funds based on the program plan in 2022 [1]. In the comparison data of revenue and use of amil operational funds in 2022 also shows a large enough difference, where the receipt of amil funds in that year amounted to Rp116,116,366,477, while the use of amil operational funds in that year amounted to Rp118,612,856,240. This means that there is a deficit in amil operational funds which is characterized by the use of funds that are greater than the income of amil funds. In the data on the achievement of distribution based on ashnaf in 2022, this shows its unsuccessfulness in realizing the achievement of its plan of Rp692,686,000,000, the realization is only Rp584,585,478,559. This means that it has not been able to optimize its performance in distributing its zakat funds to mustahiq based on the distribution plan in that year [1].

The comparative proportion of the distribution of zakat funds by BAZNAS is also at the bottom when compared to the Provincial BAZNAS, district or city BAZNAS, LAZ, and OPZ in institutional development. In 2019 BAZNAS was only able to contribute 3.1% of the total distribution of ZIS and DSKL based on the OPZ level. Based on this data, it can be seen that the performance of BAZNAS in distributing zakat is also still lacking when compared to other OPZ, even in 2019 OPZ in institutional development was able to distribute zakat funds up to 21.1%, whereas in the previous year it was only 0.0%. This shows that from the growth process of raising funds to distributing zakat funds, the Central BAZNAS has not been said to be as good as other organisations in Indonesia.

Based on research conducted by Ulfi & Lina in 2022 on 9 zakat management organizations, the results of research on the level of efficiency of OPZ before the Covid-19 pandemic, in 2019 OPZ which had an efficiency level of less than 100% included BAZNAS, Dompot Dhuafa, Rumah Zakat, and Rumah Yatim Arrohman. Whereas in 2020, BAZNAS, Dompot Dhuafa, Rumah Zakat, the efficiency value actually decreased [2]. Looking at the data and research results, it can be concluded that BAZNAS can be said

to be less effective and efficient in collecting and distributing zakat funds. Meanwhile, the level of public trust in OPZ in the form of LAZ is much stronger when compared to OPZ in the form of BAZ [3].

As a facility for the community to deposit their zakat, must have high integrity in managing zakat. The flourishing of zakat cannot be separated from the role of the National Amil Zakat Agency. Therefore, it is required to be accountable, transparent, and professional in managing. It is important for zakat amil agency to measure its managerial performance which is used to determine the extent to which it fulfills its assigned mandate [4]. The measurement of zakat management organizations financial performance needs to get a special spotlight for evaluation in terms of managing incoming funds, especially zakat, due to their complex duties and functions as a regulator and operator. This is because zakat plays an important role to help poverty alleviation programs by the government. In Indonesia, to measure the performance of existing zakat institutions, they still use the National Zakat Index (IZN) and Allocation to Collection Ratio (ACR) methods contained in the zakat core principal (ZCP). This Allocation to Collection Ratio (ACR) is the ratio of the results of the comparison between the proportion of distributed zakat funds compared to the collected zakat funds. Where the main focus of the Allocation to Collection Ratio (ACR) is to see developments regarding the condition of zakat management at the national level. Therefore, it is necessary to develop further financial ratios that can measure the level of health, performance, sustainability, and performance of zakat management organizations in Indonesia.

One of the efforts that can be done is by using the International Standard of Zakat Management (ISZM) instrument. In Indonesia, the use of ISZM instrument is still not implemented optimally. Even for now, research on the topic of measuring financial performance using the ISZM method is still very limited [5]. In fact, the function of these two measuring instruments, namely ACR and ISZM for BAZNAS, is very important in determining the success of achieving zakat development. Not only that, by accurately knowing the zakat development that has been achieved, it can be measured to what extent BAZNAS as the parent organization of zakat management contributes to the welfare of society and economic development both nationally and globally.

Therefore, in order to evaluate the effectiveness of zakat management, it is necessary to prepare financial indicators that can be used to measure the continuity, financial condition, performance, and performance of the organization responsible for managing zakat in Indonesia. This research is conceptual research using mixed method, which

combines the measurement methods of Allocation to Collection Ratio (ACR) and International Standard of Zakat Management. By combining these two measurement models, the results of measuring zakat financial performance are not only applicable nationally, but can be calculated according to international standards.

2. Methods

In accordance with the problem studied, the type of research used is quantitative-descriptive. The object of this research focuses on analyzing the financial performance of the National Amil Zakat Agency, where the focus of this research is to calculate the ratios contained in the calculation of effectiveness, efficiency, and capacity variables. The population in this research is the Annual Financial Report of the National Amil Zakat Agency for the period 2002 to 2021, and the performance report of the National Amil Zakat Agency 2017 to 2021. The sampling technique used in this study is judgment sampling or purposive sampling. The reason for using this purposive sampling technique is because it is suitable for use in quantitative research, or studies that do not generalize such as this study, where in this study measuring financial performance using the ACR and ISZM measurement models. The type of data used in this study is secondary data. This data is obtained by researchers directly from related parties, in the form of data from the official website of the National Amil Zakat Agency (BAZNAS) and various literature relevant to the research. In this study, the data used are Baznas Financial Statements for the period 2017 to 2021, Baznas Performance Reports for the period 2017 to 2021, Financial Ratios of Zakat Management Organizations, other documents relevant to the research.

In line with the objectives and introduction discussed earlier, the framework of thinking regarding the process of analyzing the financial performance of BAZNAS for the 2017-2021 period will be described. The research theoretical framework is described in the following chart:

This research will measure or analyze the level of financial performance of the National Amil Zakat Agency (BAZNAS) using the Allocation to Collection Ratio (ACR) model and the International Standard of Zakat Management (ISZM). The function of the Allocation to Collection Ratio (ACR) method is to determine the effectiveness of zakat management organizations in distributing collected zakat funds, whether all funds obtained have been distributed to mustahiq [6]. Financial performance measurement using the International Standard of Zakat Management (ISZM) model is used to measure

TABLE 1: Operational research variables.

Indicator	Formula	Description
Allocation to Collection Ratio (ACR)		
Gross Allocation to Collection Ratio	$(\text{Distribution ZIS}) / (\text{Collection ZIS}) + (\text{Final balance of ZIS Funds } t-1)$	Measuring the extent of zakat funds collected in the same and previous years
Gross Allocation to Collection Ratio Non-Amil	$(\text{Distribution ZIS}) - (\text{Amil portion of ZIS funds}) / (\text{Collection ZIS}) + (\text{Final balance of ZIS Funds } t-1) - (\text{Amil portion of ZIS funds})$	Measuring the extent to which ZIS is distributed to 7 ashnaf other than amil in the current period plus the previous period
Net Allocation to Collection Ratio	$(\text{Distribution ZIS}) / (\text{Collection ZIS})$	Measuring the collection and distribution of ZIS funds in one period
Net Allocation to Collection Ratio Non-Amil	$(\text{Distribution ZIS}) - (\text{Amil portion of ZIS funds}) / (\text{Collection ZIS}) - (\text{Amil portion of ZIS funds})$	Measuring the collection and distribution of ZIS funds in one period by excluding the proportion of amil funds
International Standard of Zakat Management (ISZM)		
Efficiency Variable		
Program Ratio	$\frac{PE}{TE}$	PE = Program Expense is the cost incurred by zakat management organization to run the program TE = Total Expense is the overall expenditure of zakat management organization
Operating Ratio	$\frac{OE}{TE}$	OE = Operational Expense is the cost incurred by zakat management organization to fund operational activities TE = Total Expense is the overall expenditure of zakat management organization
Collecting Ratio	$\frac{FE}{TE}$	FE = Fundraising Expense is the cost incurred by zakat management organization to finance fund raising TE = Total Expense is the overall expenditure of zakat management organization
Collecting Efficiency Ratio	$\frac{FE}{TC}$	FE = Fundraising Expense is the cost incurred by the zakat management organization to finance raising funds TC = Total Contribution is the total contribution or funds collected from muzakki and donors.
Capacity Variable		
Main Revenue Growth Ratio	$\frac{PR_n}{PR_{n-1}}$	PR _n = Primary Revenue of the current period, is the total zakat collected in the current period PR _{n-1} = Primary Revenue of the previous period, is the total zakat collected in the previous period
Program Expense Growth Ratio	$\frac{PE_n - PE_{n-1}}{PE_{n-1}}$	PE _n = Program Expense is the cost incurred by zakat management organization to run the program in the current period PE _{n-1} = Program Expense is the cost incurred by zakat management organization to run the program in the previous period
Working Capital Ratio	$\frac{WCP}{TE}$	WCP = Working Capital, is the balance of amil funds used for the operation of zakat management organization. TE = Total Expenses, is the overall expenditure of zakat management organization that comes from amil fund.

the capacity and efficiency of OPZ in managing and distributing zakat funds through

TABLE 2: Classification of ratio calculation results.

Indicator	Calculation Result	Description
Effectiveness Variable		
Allocation to Collection Ratio	$R > 90\%$	Highly effective
	$70\% \leq R \leq 89\%$	Effective
	$50\% \leq R < 69\%$	Fairly effective
	$20\% \leq R < 49\%$	Below expectation
	$R < 20\%$	Ineffective
Efficiency Variable		
Program Expense Ratio	$R > 90\%$	Highly Efficient
	$70\% \leq R \leq 90\%$	Efficient
	$60\% \leq R < 75\%$	Fairly Efficient
	$45\% \leq R < 60\%$	Less Efficient
	$R < 45\%$	Inefficient
Operating Expense Ratio	$R < 12,5\%$	Efficient
	$12,5\% \leq R \leq 17,5\%$	Fairly Efficient
	$R > 17,5\%$	Inefficient
Collecting Expense Ratio	$R < 10\%$	Efficient
	$10\% \leq R \leq 20\%$	Fairly Efficient
	$R > 20\%$	Inefficient
Collecting Efficiency Ratio	$R < 2\%$	Efficient
	$2\% \leq R \leq 5\%$	Fairly Efficient
	$R > 5\%$	Inefficient
Variable Capacity		
Main Revenue Growth Ratio	$R > 30\%$	Very good
	$20\% < R \leq 30\%$	Good
	$0\% < R \leq 20\%$	Fairly Good
	$R \leq 0\%$	Bad
Program Expense Growth Ratio	$R > 30\%$	Very good
	$20\% < R \leq 30\%$	Good
	$0\% < R \leq 20\%$	Fairly Good
	$R \leq 0\%$	Bad
Working Capital Ratio	$R > 1,5$	Bad
	$1 \leq R \leq 1,5$	Good
	$R < 1$	Bad

programs owned by OPZ, measuring the absorption capacity of OPZ in collecting zakat funds from the public, besides that it is used to measure the ability of OPZ to meet its

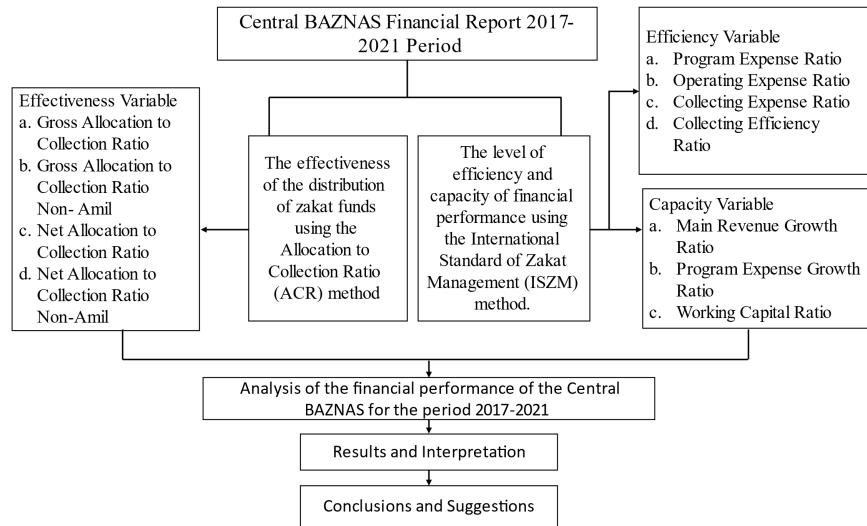


Figure 1: Framework of thought.

operational needs [7]. The relationship between the two measurement methods will then determine the level of ability of financial performance and management of zakat funds by BAZNAS by analyzing the effectiveness, efficiency and capacity. The measurement refers to the financial statements and financial performance reports in the 2017-2021 period.

3. Results

The gross allocation to collection ratio experienced a fluctuating trend, with the highest ratio in 2018 and the lowest in 2017. In 2017 the value was 56%, 2018 was 80%, 2019 was 77%, 2020 was 76%, 2021 was 72%, with an average of 72% which can be classified as effective. The non-amil gross allocation to collection ratio experienced a fluctuating trend, with the highest ratio in 2018 and the lowest in 2017. In 2017 the value was 51%, 2018 was 77%, 2019 was 74%, 2020 was 74%, 2021 was 69%, with an average of 69% which can be classified as Fairly effective. The net allocation to collection ratio experienced a fluctuating trend, with the highest ratio in 2018 and the lowest in 2021. In 2017 the value was 88%, 2018 was 124%, 2019 was 93%, 2020 was 93%, 2021 was 87%, with an average of 97% which can be classified as highly effective. Then, the non-amyl net allocation to collection ratio experienced a fluctuating trend, with the highest ratio in 2018 and the lowest in 2021. In 2017 the value was 86%, 2018 was 127%, 2019 was 92%, 2020 was 92%, 2021 was 85%, with an average of 97% which can be classified as highly effective.

TABLE 3: Effectiveness variable ratio results.

Description	Period					Average	Classification
	2017	2018	2019	2020	2021		
Gross Allocation to Collection Ratio	56%	80%	77%	76%	72%	72%	Effective
Gross Allocation to Collection Ratio Non-amil	51%	77%	74%	74%	69%	69%	Fairly effective
Net Allocation to Collection Ratio	88%	124%	93%	93%	87%	97%	Highly effective
Net Allocation to Collection Ratio Non-amil	86%	127%	92%	92%	85%	97%	Highly effective

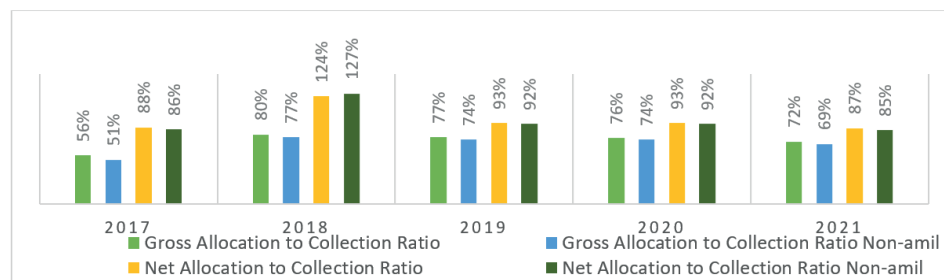


Figure 2: Comparison chart of effectiveness ratio results.

Program Expense Ratio for the 2017-2021 period tends to stagnate, although it had decreased in 2019, but managed to increase in 2020 by 2%, with the highest ratio in 2018, 2020, 2021 of 93% and the lowest in 2017 which was only 89%. The Operating Expense Ratio for the 2017-2021 period has a tendency to point downward or downward trend, but this indicates that in managing its operational funds is very good. Because, the smaller the operational expense ratio value, the more efficient in managing its operational costs. The Collecting Expense Ratio for the 2017-2021 period experienced a fluctuating trend, it can be seen in the graph with the highest value in 2019, namely 5.9%, and the lowest in 2018 which was only 3.8%. Collecting Efficiency Ratio for the period 2017-2021 experienced fluctuating trends, with the highest value in 2019, namely 5.2%, which indicates that in that year it was inefficient in managing its funds for the collection process, and the lowest in 2018 and 2021, namely 4.2%.

The Main Revenue Growth Ratio experienced fluctuating trends, where the highest gain occurred in 2019 at 62.1% which can be classified as very good. and the lowest in 2018 which was only 10.9% which can be classified as fairly good. Based on this graph, the Expense Growth Ratio Program experienced a fluctuating trend with the highest acquisition in 2018, and the lowest in 2019. In 2017 the value was 66,8%, 2018 was 88,8%, 2019 was 13,3%, 2020 was 17,9%, 2021 was 49,9%, with an average of 47,3%,

TABLE 4: Efficiency variable ratio results.

Description	Period					Average	Classification
	2017	2018	2019	2020	2021		
Program Expense Ratio	89%	93%	91%	93%	93%	92%	Highly Efficient
Operating Expense Ratio	4,9%	2,9%	2,8%	1,7%	1,6%	2,8%	Efficient34
Collecting Expense Ratio	5,7%	3,8%	5,9%	5,7%	4,9%	5,2%	Efficient
Collecting Efficiency Ratio	4,6%	4,2%	5,2%	4,5%	4,2%	4,5%	Fairly Efficient

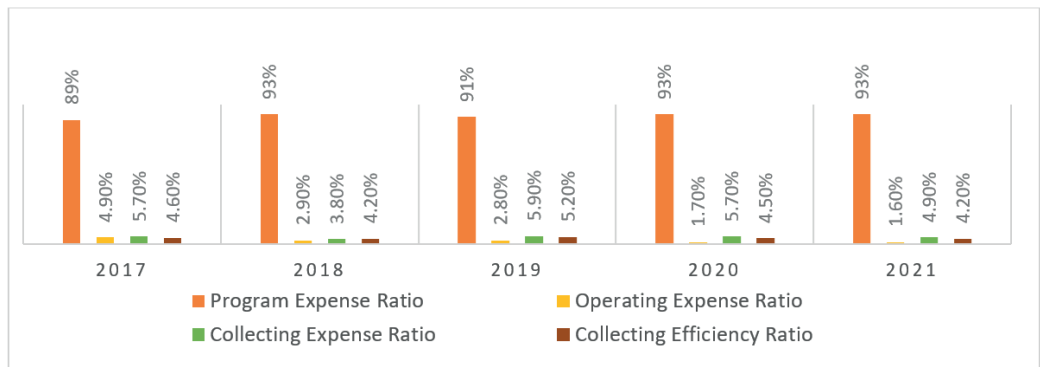


Figure 3: Comparison chart of efficiency ratio results.

which can be classified as very good. Furthermore, the Working Capital Ratio shows a fluctuating trend, with the lowest acquisition in 2021 and the highest in 2018. In 2017 the value was 1,02, 2018 was 1,05, 2019 was 1,02, 2020 was 1,02, 2021 was 0,92, with an average of 1,01 which can be classified as good.

TABLE 5: Capacity variable ratio results.

Description	Period					Average	Classification
	2017	2018	2019	2020	2021		
Main Revenue Growth Ratio	41,7%	10,9%	62,1%	23,0%	46,8%	36,9%	Very Good
Program Expense Growth Ratio	66,8%	88,8%	13,3%	17,9%	49,9%	47,3%	Very Good
Working Capital Ratio	1,02	1,05	1,02	1,02	0,92	1,01	Good

4. Discussions

4.1. Level of financial performance effectiveness

The results of the calculation of the average gross allocation to collection ratio are classified as effective with a value of 72%, indicating that the Central National Amil Zakat Agency has carried out its function well in distributing ZIS funds, which were

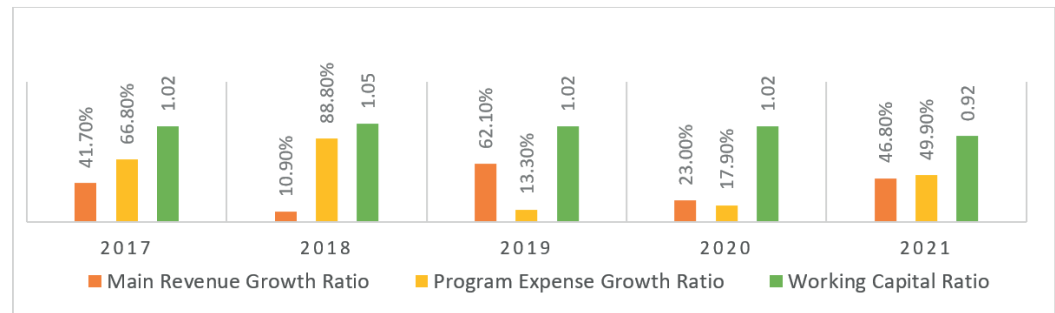


Figure 4: Comparison chart of capacity ratio results.

collected in the current period plus the remaining balance of the previous period, this can occur because there is still an obligation to distribute the remaining ZIS funds in the previous period. Furthermore, the results of the average gross allocation to collection ratio of non-amil are categorized as fairly effective with a value of 69% which indicates that distributing ZIS funds both collected in the current year plus the remaining balance of the previous year to 7 groups other than amil is said to be quite good, its needs to improve the quality of financial performance, this can happen because the main activity of a zakat management organization is to distribute its funds to 7 ashnaf other than amil, by removing the portion of amil funds.

Then from the results of the calculation of the average net allocation to collection ratio, it is categorized as highly effective with a value of 97%, meaning that it for 5 periods in each current year is able to distribute and collect ZIS funds very well. Finally, the results of the calculation of the average net allocation to collection ratio for non-amil are also categorized as highly effective, meaning that the distribution made by BAZNAS in the current period by issuing a proportion of amil funds during 2017-2021 is said to be very good. This condition shows as an organization that has the authority to carry out zakat management within the national scope performs very well. However, its needs to pay attention to the remaining balance that it does not distribute in each current period, this backfires on it because it can cause the effectiveness of its financial performance the following year to deteriorate. In addition, it must pay attention to the portion of amil funds used. it must be able to maintain its effectiveness achievement and continue to improve its financial performance.

The results of this study are in accordance with research conducted by Latif [8] concluded that in distributing zakat funds zakat management organizations needs to pay attention to the values of effectiveness, the more effective the distribution, the better, by doing good distribution management and allocating funds for amil according

to proportional reasonable limits. Therefore, zakat management organizations need to increase distribution and revenue, and pay attention to the proportion of amil funds. In addition, the results of research [9] state that the increase in the total distribution of funds is due to the growth of fundraising. The higher the level of distribution, zakat management organizations needs to analyze more deeply whether the increase is due to the growth of fundraising in that period or the remaining balance from the previous period.

4.2. Level of financial performance efficiency

Based on the results of this study, the central BAZNAS in accordance with international standard measurements using the international standard of zakat management (ISZM) measurement model has been said to be efficient in managing its funds. The results of the calculation of the program expense ratio are classified as very efficient with an average of 92%, indicating that the Central National Amil Zakat Agency in distributing zakat funds to people who are entitled to receive or mustahiq through work programs carried out by BAZNAS has been said to be very efficient and performs its functions very well. Then, the results of the calculation of the Operating Expense Ratio show efficient results with an average ratio of 2.8%, meaning that the Central BAZNAS in managing or managing the costs incurred for the benefit of the organization's operational activities is still within a very reasonable and well-controlled limit.

The results of the Collecting Expense Ratio which is categorized as efficient with an average value of 5.2%, indicate that the Central National Amil Zakat Agency in managing the costs it incurs for collection activities against total organizational expenses is within reasonable limits and has been well controlled. Finally, the results of the Collecting Efficiency Ratio show that during the period 2017 to 2021 it is quite efficient with an average ratio of 4.5%, meaning that the Central National Amil Zakat Agency in managing institutional expenses in the context of collection activities against the overall collection results obtained from muzakki and donors is quite well managed. Because the cost of expenses in the context of collection activities is still relatively large, the National Amil Zakat Agency needs to increase the efficiency of collection so that its expenses can be well controlled. During the 2017-2021 period, the calculation of efficiency variables fluctuated every year. it must be able to maintain its efficiency achievement and continue to improve its financial performance.

The results of this study are in accordance with the results of research conducted by Anwar [10] using the Data Envelopment Analysis (DEA) method, concluding that there were fluctuations every year during the 2015-2017 period with an average value efficiency of 88.21% and an inefficiency value of 11.79%. In addition, a study conducted by Harto [11] with the international standard of zakat management (ISZM) measurement model on four national-scale Amil Zakat Institutions obtained the results that the program expense ratio, operational expense ratio, collection expense ratio and efficiency of zakat collection are still considered efficient, because each ratio in the efficiency variable is still within reasonable limits and does not violate its work function. Research conducted by Parisi [12] also suggests that in order to be efficient, it should reduce the burden of socialization and operational costs, besides that it is necessary to increase the receipt and distribution of zakat funds in order to achieve an optimal level of efficiency.

In contrast to the results of a study conducted by Pertiwi [13], it shows that the overall financial performance of the National Amil Zakat Agency Bengkalis is still not efficient when viewed from the efficiency ratio, because there are quite a lot of expenses for office needs, resulting in large operational costs incurred. While in this study all are classified as efficient and one ratio is quite efficient, namely the collection efficiency ratio.

It is important for a zakat management organization to measure efficiency, the point is to see the management of funds carried out whether it is said to be efficient and shows the amount expenditure adjusted to the amount of funds collected, so that there is no waste of funds and can foster trust in the community to pay zakat through zakat management organizations. In this study, the efficiency ratio can show the health or financial performance of zakat management organizations categorized as good or bad.

4.3. Level of financial performance capacity

Based on the results of this study, the capacity in accordance with international standard measurements using the international standard of zakat management (ISZM) measurement model has been said to be quite good in managing its funds. Although the average shows good results, the fact is that in some periods it shows less good results. In the calculation of the Main Revenue Growth Ratio, it obtained an average of 36.9% in the excellent category, meaning that the growth in the receipt of zakat funds from muzakki and donors can be categorized as excellent, but in fact in 2018 it obtained a value of only 10.9% which means it is not good, and in 2020 obtained a ratio value of 23% which

is categorized as quite good. Likewise, the calculation of the Program Expense Growth Ratio obtained an average of up to 47.3% which is classified as excellent, meaning that the funds distributed through organizational programs to mustahiq compared to the previous year are said to be excellent. This is because the Program Expense Growth Ratio for the 2018 period obtained a value of up to 88.8%, but in 2019 and 2020 it showed quite good performance because it only obtained a value of $0\% < R \leq 20\%$.

Furthermore, the Working Capital Ratio results for the period 2017 to 2021 show an average of 1.1 which is categorized as good, meaning that the working capital is considered capable of financing the operational expenses of the organization, not relying on the rights or portion of amil from the proceeds of fundraising during the current year. Although still relies on amil rights or portions to finance operational expenses, the organization is able to cover these expenses with existing amil fund balances without generating additional income.

The results of this research are in accordance with research conducted [11] which indicates that the level of capacity in carrying out its operational activities can be said to be good because zakat management organization seeks to optimize the distribution of zakat that has been collected. Even so, it is necessary to increase the value of the working capital ratio because there are results of managing data that are considered unsatisfactory. Furthermore, research conducted [14] argues that the financial performance of the National Amil Zakat Agency in 2004-2013 was categorized as good. This means that the collection of funds carried out by it has an effect on the funds obtained by National Amil Zakat Agency. Unfortunately, the international standard of zakat management is only focused on measuring the internal aspects of the organization so that it cannot describe conditions in the field [15]. It is necessary to have a measurement that has characteristics that serve to describe the condition of zakat management organization capacity outside the internal organization.

Increasing the operational and program capacity of a zakat management organization is very important to do, this can affect the level of public trust. In addition, knowing the capacity of zakat management organization can be used to determine how capable the program can take place, how good the services provided, and how strong zakat management organization can maintain it.

5. Conclusion

Based on the results of measuring the financial performance of the National Amil Zakat Agency using the allocation to collection ratio measurement model and the international standard of zakat management (ISZM) for the period 2017 to 2021, the following are the conclusions of this study:

Based on the ratio using the allocation to collection ratio measurement method consisting of gross allocation to collection ratio, it is said to be effective because the ratio value is at 70%-89%, gross allocation to collection ratio non-amil can be said to be quite effective because the ratio value is at 50%-69%, while the net allocation to collection ratio and net allocation to collection ratio non-amil can be said to be very effective because the ratio value is at > 90%. It must be able to maintain its effectiveness and continue to improve its financial performance.

Based on the efficiency ratio in the international standard of zakat management (ISZM) which includes the Program Expense Ratio can be categorized as very efficient. While the Operating Expense Ratio and Collecting Expense Ratio can be said to be efficient. However, the Collecting Efficiency Ratio cannot be categorized as efficient. Therefore, the Central National Amil Zakat Agency can still improve efficiency in managing its fund expenditure and in conducting its collection activities.

Based on the capacity ratio in the international standard of zakat management (ISZM) which includes growth ratio, program expense growth ratio, and working capital ratio can be said to be good. It must maintain its potential, especially the distribution and collection of funds for mustahiq empowerment programs.

To increase the trust of zakat payers, this research is an input for national zakat management organizations to always pay attention to their effectiveness and efficiency ratios using the ACR and ISZM methods.

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