

# Measuring The Performance of Zakat Programs Using The Activity Ratio

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**Abstract.** The covid-19 pandemic outbreak has hit almost all countries in the world. Such condition has a great impact on the micro sector, especially the business world, human behavior, and all types of organizations, including zakat institutions. One of the immediate impacts on zakat institutions is the significant change in zakat intermediation program. One of the indicators used for assessing performance is activity financial ratios. An effective activity ratio is one that can assess activities in accordance with organizational goals. This study aims to discover the performance of zakat program before and during the pandemic. The research method used in this research is the case study that takes place at BAZNAS West Java, with a descriptive analysis approach. What is meant by case study is that this research only assesses the performance of zakat programs by activity ratios. Data collection technique is carried out through documentation of the 2019 and 2020 financial reports. The results show that the West Java BAZNAS activity ratio generally shows the company's performance viewed from financial ratios that can be explained in the criteria from effective enough to good. The implications of the study elaborate that the performance of zakat program at BAZNAS West Java in the pandemic era using the activity ratio still shows a good performance since it is a superior program to overcome Covid-19.

*Keywords:* activity ratios, performance, zakat programs

## Introduction

The Covid-19 pandemic broke out in early 2020 and it is still here up until now. Nobody knows how long it will end or when will this world recover from the Covid-19 outbreak. The Covid-19 outbreak that has hit almost all countries in the world has an impact on the micro sector, especially the business world, human behavior, and all types of organizations, including zakat institutions. In addition to health problems, the poverty rate has also increased with the emergence of new poor people who have been affected by the pandemic such as traders, MSME players, services, and others whose businesses were forced to stop due to the Covid-19 pandemic. Zakat institutions as zakat management institutions that

serve people more from zakat funds, infaq, and alms (ZIS) are expected to help many victims of the Covid 19 pandemic. The zakat institutions referred to are the Amil Zakat institution (LAZ) and the Amil Zakat Agency (BAZNAS).

West Java BAZNAS as a government zakat institution, of course, accepts various programs of the West Java provincial government in dealing with the impact of the Covid-19 pandemic. West Java BAZNAS also coordinates with various parties, such as the government, especially the task force for handling and overcoming Covid-19, and non-government parties. Automatically, there are many programs of zakat institutions, including West Java BAZNAS, which have changed the various programs that have

been budgeted into the ongoing Covid-19 academic management program.

West Java BAZNAS, which has changed all the regular programs in the Annual Budget Work Plan (RKAT) that was prepared and planned a year earlier (2019), must be replaced with the Covid-19 handling programs. West Java BAZNAS also coordinates with the West Java provincial government Covid-19 task force (BAZNAS, 2020) to integrate effective programs. West Java BAZNAS covers programs for new poor people that are not covered by the APBN/APBD/other government assistance funds. For this reason, West Java BAZNAS should create various programs needed for this group. Various programs must be designed to handle Covid-19 appropriately and effectively. Programs that have been and are still being implemented related to the covid 19 handling program are explained in the following paragraph.

For the short term, the nature of zakat program for handling the impact of Covid-19 is a distribution or consumptive program. In order to help the pandemic countermeasures, some utilization programs are reduced or postponed, or even deleted. Surely, it will have an impact on the overall performance of zakat distribution.

Likewise, the role of collecting ZIS funds also has been affected by this pandemic in terms of quantity and collection strategy that must be replaced and adjusted. The ZIS fundraising program indeed had been heavily impacted by the pandemic, especially the offline/face-to-face collection program. Therefore, now the ZIS is collected through a strategy of using digital technology (digital zakat). Changes in the field of collection and ZIS need to be assessed whether their effectiveness has an impact on increasing the quantity or vice versa.

There is a big problem if there is a gap between ZIS collection and ZIS distribution (distribution and utilization). For this reason, West Java BAZNAS should innovate by optimizing the use of digital technology for zakat. It is new to use a digital zakat strategy since it has to prepare competent technology and human resources/amil, as well as large operational costs (UU RI, 2011; Fadilah *et al.*, 2019). Next is the West Java BAZNAS digital zakat program. ,

The intermediary role of zakat (collection and distribution) in this pandemic

era is carried out massively due to the demands of stakeholders. On one hand, BAZNAS must comply with the demands of the covid-19 handling program; while on the other hand, BAZNAS also needs to innovate in its role to collect zakat through digital zakat. These efforts are to minimize the gap in the role of intermediation (Sri, Lestari and Nurcholisah, 2015; Fadilah, Maemunah and Hernawati, 2019). Furthermore, the question will be how is the performance of the intermediation role in the pandemic era? Is it getting better or vice versa? It surely needs to be studied with an accountable instrument (Liana and Sutrisno, 2014). Many instruments are used to assess the performance of the intermediary role of zakat, one of which is financial ratio analysis. Financial ratios are one of the methods of financial analysis used as an indicator of the company's development assessment by taking data from financial statements during the accounting period. That way, the maximum financial performance of the company can be seen.

Appraisals for companies can be noticed from many aspects including (1) financial aspects (financial reports=financial report analysis), (2) non-financial aspects (consumers, etc.,) and (3) the combination of both (Balance Scorecard). Financial reports are important things that must be owned and made by various organizations/companies (Fadilah, 2016; IAI, 2019; Nurhayati *et al.*, 2019). In accordance with financial accounting standards, financial statements consist of: Income Statement, Capital Change Report, Balance Sheet, Cash Flow Statement and Notes on Financial Statements. The function of financial reports is to find out *cash flow* and profits and losses in a business or company. Once created, financial reports are not just viewed and left unchecked; it must be analyzed to find out various things related to the financial health of a company.

Financial statement analysis needs to be made so that financial reports are not only limited to reports but have meaning for decision-making. Several financial statement analysis techniques can be used for various types of financial reports. Some of these techniques include *common size analysis*, trend analysis, percentage change analysis, and industry analysis. Although the four report analysis techniques have different functions, all of them can provide an overview of a company's financial potential.

In general, financial statement analysis is carried out by comparing financial statement information in the form of financial ratios.

The objectives of the analysis of financial statements according to (Dewi, 2016; Barus, Sudjana and Sulasmiyati, 2017) include finding out the company's financial position and assessing future management performance. The types of financial ratios (Mayasari, Yusuf and Yulianto, 2018; Nurohman, Lutfiana and Khoiriawati, 2020) are as follows: (1) Profitability Ratio (used to measure the company's ability to generate profits for the company; (2) Liquidity Ratio; (3) Solvency Ratio; and (4) Activity Ratio. Based on the data source, financial ratios are divided into profit and loss ratios, balance sheet ratios and income statement ratios, and balance sheets. As for zakat institutions, they have internal business processes that are different from corporations in general and have specific accounting standards (PSAK 109) (Syafitina and Redha, 2013) which impact different types of financial statements. The financial ratios for the institution of zakat are the Activity ratio, Efficiency ratio, Amil Fund ratio, Liquidity ratio and Growth rate (*Growth Ratio*) (Arun and Kamath, 2015; Solechan, 2017).

The financial performance is an analysis done to see the extent to which a company has been conducted in accordances with the rules of good and correct financial implementation, such as by making a financial report that meets the standards and provisions of SAK (Financial Accounting Standards) or GAAP (*General Accepted Accounting Principle*) (Fahmi, 2015).

Every company conducts an assessment periodically. The control exercised by the management of a company can be in the form of an assessment of the performance or achievement of a manager by assessing and comparing the company's financial data during the current period. In this case, the performance appraisal of a manager can be measured based on the results of the financial statements presented.

According to Kasmir (2013), financial performance analysis is a process of critically assessing bank finances involving *reviewing data*, calculating, measuring, interpreting, and providing financial solutions for a certain period. Thus, the analysis procedure includes the following stages: (1) *Reviewing Report Data*, which is the activity of adjusting financial report data on various matters, both

the nature or type of the reporting company and the applicable accounting system. The accounting system applied in recognizing revenues and expenses will determine the amount of revenue and profit generated by the company. Thus, reviewing activities is a path to an analysis result that has a *relatively* small habituation level. (2) Calculating, which is to calculate the comparison method, the percentage per component, the analysis of financial ratios, and others by using various methods and analysis techniques. What methods or techniques to be used in the calculation, depends on the purpose of the analysis. The last one is (3) Comparing or Measuring. The next step after doing the calculation is comparing or measuring. This step is needed to determine the results of the calculation: whether it is very good, good, moderate, not good, and so on. According to (Suwardjono, 2012), there are basically two ways that can be done in comparing the company's *financial ratios*, namely "*Cross Sectional Approach*" and "*Time Series Analysis*". *Cross-sectional approach* is a way of evaluating by comparing the ratios of one company with another similar company at the same time.

By using the comparison, the *cross-sectional approach* should meet the following requirements: (1) Similar companies with the same period/year of comparison, where the size of *the company* is relatively the same; (2) Interpretation. It is the core of the analysis process as a combination of the results of comparisons/measurements with applicable theoretical rules. The results of interpretation reflect the successes and failures the company has achieved in financial management; (3) Solution. It is the final step in a series of analytical procedures by understanding the financial problems faced so that the company can take the right solution.

Financial ratio analysis is the main tool in financial analysis since it can be used to answer various questions about the state of the organization. The goal is to provide an overview of the weakness and capabilities of the finances of an organization from year to year. This ratio analysis will be very helpful in assessing management achievements in the past and prospects in the future (Munawir, 2009). Financial ratios are very important in analyzing the financial condition of an organization obtained from the results of the organization's operations. Several ratios will assist in analyzing and interpreting the

financial position of an organization by using comparable reports, including changes in rupiah amounts, presentations, and trends. According to Kenton (2021), financial ratios consist of Liquidity Ratios, Solvency Ratios, Activity Ratios, and Profitability.

The explanation related to financial ratios is as follows: (a) Current Ratio: According to Riyanto (2000), the current ratio is a company's ability to pay short-term debt with current assets. *A current ratio can be calculated by comparing the amount of current assets with short-term debt.* The greater the ratio of current assets to short-term debt, the higher the company's ability to cover its short-term debt. (b) Cash Ratio: This ratio is used to measure the amount of cash available to pay off short-term debt as indicated by the availability of cash or cash equivalents (Riyanto, 2000). The greater this ratio, the higher the company's ability in covering current debts with cash.

Activity Ratio consists of Fixed Asset Turnover Ratio and Total Asset Turnover. Fixed asset turnover ratio is a ratio that compares income earned by the company with the company's fixed assets (Syafitina and Redha, 2013). This ratio shows how the company's revenue is related to the use of its fixed assets, such as buildings, vehicles, machinery and office supplies. This ratio will provide information about the fixed asset turnover which shows how much value of income is earned from each fixed asset owned by the company. The higher this ratio, the better. Meanwhile, Total asset turnover is a financial ratio that represents the capability of a company to generate its income by using all its assets (Syafitina and Redha, 2013). This ratio also shows the effectiveness of a company in managing the turnover of components or elements of the asset itself. This ratio provides information about total asset turnover which shows how much revenue the company has earned using all of its assets. The higher this ratio, the better.

By analogizing the zakat management organization (OPZ) as an organization that produces financial reports in accordance with PSAK 109, zakat management organizations can analyze financial reports as a medium to assess the performance of institutions in carrying out the intermediary role of zakat. Since 2019, the Center for Strategic Studies (PUSKAS), the central National Zakat Agency (BAZNAS), has released financial ratios that

have been adjusted or appropriate for zakat management organizations. These financial ratios are used as a standard for assessing the performance of zakat management organizations, especially BAZNAS throughout Indonesia.

The preparation of financial ratios in zakat management organizations needs to pay attention to special characteristics of zakat management activities. Zakat institutions are financial institutions that cannot be equated with sharia banking. Although they both function as intermediaries, zakat institutions do not seek profit in their operational activities. Therefore, the reference in the preparation of OPZ financial ratios cannot fully follow the rules of financial ratios in profit-oriented entities. In addition, since the characteristics of sharia principles are inherent in zakat institutions, the financial ratios prepared also cannot fully follow the rules of financial ratios in non-profit entities. Formula adjustments are needed in forming the financial ratios of zakat institutions so that the most important principles of sharia can be fulfilled.

On the one hand, the problem of different interpretations and definitions of several accounts in financial reports of zakat management institutions causes various financial reports to be published. Thus, this study arranges eight reporting models based on the interpretation of each zakat institution. This matter indicates that there is no standard or guidelines for defining the accounts of uniform financial statements of zakat institutions. If a financial report from the industry is not standardized and uniform, then comparative analysis of financial ratios in that industry cannot be carried out. Even if it can be done, it will produce a basis for misleading decision-making analysis (*misleading*).

Departing from this problem, the BAZNAS strategic study center (Puskas) compiled a conceptual study of the financial ratios of zakat management organizations. This study is expected to be a guideline for zakat management organizations (OPZ), both BAZNAS and LAZ, to measure the financial performance of their institutions as well as a first step in homogenizing the industrial financial reports of zakat management organizations (OPZ) in Indonesia through the same interpretation and definition of the accounts of ratio formers.

According to BAZNAS (2019),

financial ratios for assessing the performance of zakat management organizations are divided into the following activity ratios: (1) Allocation to collection ratio, (2) Zakah turnover ratio, (3) Average of days zakah outstanding, (3) ZIS turnover ratio, (4) Average of days ZIS outstanding, (5) Accounts Receivable Ratio, (6) Time required for realization of distribution receivables, (7) Advance Activity Ratio, and (8) Asset Ratio Under Management of Zakat

Furthermore, studies conducted by Ryan and Irvine (2012) at the *Australian International Aid Organization* show that there are four categories of financial ratios that can be used to assess the performance of non-profit institutions, namely (1) efficiency ratios; (2) the ratio of stability (*revenue concentration*); (3) capacity ratio; and (4) the ratio of sustainability (*sustainability*).

Some of the studies above show that the financial ratios used in non-profit institutions vary widely and are adjusted to the characteristics of each institution. This shows that not necessarily one ratio can apply universally to all institutions, therefore, in the case of financial ratios used by zakat management organizations (OPZ), it is very possible to make separate adjustments according to the characteristics of the zakat management organization. This study aims to explain the performance of zakat program with the ratio of activities in the pandemic era.

Research on financial ratios in OPZ is still very limited. Research conducted by Alim (2016) described financial ratios for zakat management organizations by making comparisons and converting financial ratios in commercial institutions and non-profit institutions into the ones that can be applied in OPZ.

## Research Methodology

This research applies the case study method that is carried out at BAZNAS West Java. The one case method is research that involves one unit case of a company, an area or empirical research (Sekaran, 2016). Here we will study the financial performance in the midst of the Covid-19 pandemic with financial ratio analysis (liquidity ratios and activity ratios) at BAZNAS West Java. The type of research conducted is *descriptive analysis research*.

This study uses variables of activity ratios. The data collection techniques used in this study are *in-depth interviews* and documentation. The case study is carried out at BAZNAS of West Java, which is based in the city of Bandung, and act as a research partner. The financial reports that will be analyzed are those of the first half of 2020 and the end of 2020, due to the fact that COVID-19 pandemic in Indonesia starting in early 2020. Then, the activity ratio in 2020 will be compared with the activity ratio in 2019 at the time when covid-19 pandemic had not occurred yet, so that it can be seen whether during the Covid-19 pandemic, the performance of the intermediary role of zakat will be the same, worse, or better. The researchers will also try to discover other aspects that influence it.

The activity ratio of zakat institutions or zakat management organizations is a financial ratio based on data from financial statements of financial position and reports of changes in funds. The operationalization of variables of activity ratios are described in the table 1.

This research will measure the intermediation performance of zakat, especially in the Covid-19 pandemic era from 2020 to the present by calculating the activity ratio. For this reason, the data that will be processed to measure the financial ratios is the 2020 financial report by dividing it into two accounting periods, namely the financial statements as of 31 June 2020 and as of 31 December 2020. The activity ratios calculated from the 2020 financial statements will be used as financial reports to measure West Java BAZNAS performance in the Covid 19 pandemic era.

Then, to get a comparison with the performance of West Java BAZNAS in the era prior to Covid-19 pandemic, the activity ratio from financial statements in the previous year (2019) will be calculated by dividing the financial reporting period into financial statements per 31 June 2019 and per 31 December 2019. Financial ratios for the 2019 financial statements will be used as financial data to measure the performance of West Java BAZNAS in 2019.

Afterward, an analysis of the activity ratios of the 2019 and 2020 financial reports will be compared to see if there are differences, increase, decrease and so on, thus it can conclude how the performance of BAZNAS zakat intermediation in West Java.

**Table 1**  
**Operationalization of Variable**

Variable	Operational Definitions	Indicators	Data Scale
Activity	Activity ratio is a ratio that illustrates the ability to use assets to carry out operations	Allocation to collection	Ratio
		a) Gross Allocation Ratio	
		b) Gross Allocation Ratio of Non Amil	
		c) Net Allocation Ratio	
		d) Net Allocation Ratio of Non Amil	
		e) Allocation of Zakah	
		f) Ratio of Non-Amil Zakat Funds Distribution (Allocation of Zakah non Amil)	
		g) Ratio of Infaq and Alms Funds Distribution (Allocation of Infaq)	
		h) Ratio of Non-Amil Infaq and Alms Fund Distribution (Allocation of Infaq)	
		Zakat turnover ratio	Ratio
Ratio of the average days of outstanding	Ratio		
ZIS turnover ratio	Ratio		
The average days of ZIS outstanding	Ratio		
Receivables Distribution	Ratio		
The time needed for the realization of disbursement receivables	Ratio		
Advance Activity	Ratio		
Asset Ratio Under the Management of Zakat	Ratio		

Source: PUSKAS BAZNAS:2019

**Results And Discussions**  
**The Role of Zakat Intermediation at BAZNAS West Java Province**

BAZNAS of West Java Province is a government-based zakat institution at the provincial level. In accordance with Law Number 23 of 2011, BAZNAS is one of the zakat institutions that is given the authority to carry out the intermediary role of zakat. The role of collecting ZIS funds is to optimize the collection of zakat funds from muzaki. The optimization of this role should be started from the potential of zakat at both the national level with more than 217 trillion (BAZNAS Jawa Barat, 2010) and the West Java level of 17 trillion (BAZNAS Jawa Barat, 2017). Based on the potential of zakat, various collection strategies are prepared according to the needs, abilities, environmental changes and partnerships built by BAZNAS in West Java Province. There are strategies of collection and programs

implemented as follows: (1) Zakat Collecting Units; (2) Payroll System for the State Civil Apparatus (ASN) of the West Java Provincial Government and company employees; (3) ATM transfers and cash transfers via banks; (4) Pick up Zakat; (4) Muzaki Counter and Infaq Box (Kofak); and (5) Online application-based collection (online marketing).

The next intermediary role is to distribute ZIS to mustahik which consists of 8 asnaf, namely Fakir, Poor, Amil, Riqab, Gharimin, Mualaf, Fisabilillah and Ibn Sabil. The role of distribution is divided into two programs, namely the distribution of Zakat (consumption) and the utilization of zakat (productive and empowering). BAZNAS of West Java Province distributes and utilizes zakat, donations, alms and other socio-religious funds through 5 main programs, namely Jabar Sehat (Healthy West Java), Jabar Pintar (Smart West Java), Jabar Mandiri (Independent West Java), Jabar

Taqwa (Religious West Java), and Jabar Peduli (West Java that Cares). Furthermore, the success of a program will be measured by predetermined measurement indicators, such as the National Zakat Index (NZI), SDG's achievement, Zakat Village Index (IDZ), poverty alleviation, Human Development Index (HDI), and other measures.

### Reporting on BAZNAS in West Java Province

Reporting on zakat institutions, especially BAZNAS including BAZNAS in West Java Province, must refer to BAZNAS Regulation Number 4 of 2018 concerning Reporting on the Implementation of Zakat Management (State Gazette No. 420 of 2018). This reporting is carried out 2 times a year (six months period and at the end of the year). The types of reports required at the National Treasury Basis consist of Performance Reports, Financial Reports, and Zakat Management Reports (LPZ). Furthermore, financial statements of zakat institutions are in accordance with financial accounting standards (PSAK) 109 concerning zakat accounting, which state that financial statements consist of Financial Position Reports, Funds Change Reports, Cash Flow Reports, Managed Assets Reports, and Notes to Financial Statements. Meanwhile, the report on changes in funds consists of reports on changes in zakat funds, reports

on changes in infaq and alms funds, and reports on amil funds.

### West Java BAZNAS Financial Performance with Activity Ratio

This part explains each of the financial ratios to measure the liquidity performance of West Java BAZNAS in semester 2019 and semester 2020. Activity ratios as a performance measure consist of (1) Gross Allocation to Collection Ratio, (2) Gross Allocation to Non Amil Collection Ratio, (3) Net Allocation to Collection Ratio, (4) Net Allocation to Non-Amil Collection Ratios, (5) Zakah Allocation Ratio, (6) Zakah Allocation of Non-Amil Ratio, (7) Infaq and Shodaqoh Allocation Ratio, (8) Infaq and Shodaqoh Allocation of Non-Amil, (9) Zakah Turnover Ratio, (10) Average Days of Zakah Outstanding, (11) Infaq Shodaqoh Turnover Ratio, (12) Average Days of Infaq Shodaqoh Outstanding, (13) ZIS Turnover Ratio, (14) Average Days of Zis Outstanding, (15) Receivables Distribution Ratio (CA), (16) Time Required for Realization of Accounts Receivable (CA), and (17) Zakat Management Assets Ratio.

Each of the financial ratios to measure the performance of West Java BAZNAS activity ratio in the late 2019 and 2020 is explained in the table 2.

**Table 2**  
**Activities Ratio of West Java BAZNAS in 2019**

Specification / Year	December 2019	Description
Gross Allocation to Collection Ratio	89%	The results show that there is still distribution of ZIS funds collected in the same period and the balance from the previous period is 89% due to an obligation to channel funds obtained from the previous period. This value proves the effective Gross Allocation Ratio with $ACR = 75\% < R < 90\%$ .
Gross Allocation to Non Amil Collection Ratio	118%	It shows the amount of calculation of collection and distribution of funds spent in one period only without taking into account the remaining ZIS fund balance from the previous year. This proves that the Net Allocation Ratio is very effective with $ACR = R > 90\%$ .
Net Allocation to Collection Ratio	87%	This shows that there is still ZIS disbursement both collected in the same period and the balance from the previous year apart from distribution for Amil of 87%; this is because there is still an obligation to channel funds to 7 asnaf apart from amil from the previous period and in the same period from the current year. This proves that the Non Amil Gross Allocation Ratio is effective with $ACR = 75\% < R < 90\%$ .

Specification / Year	December 2019	Description
Net Allocation to Non Amil Collection Ratio	121%	It shows the amount of calculation of collection and distribution of funds issued in one period only without taking into account the remaining ZIS fund balance from the previous year by issuing the proportion of distribution to amil. This proves that the Non-Amil Net Allocation Ratio is very effective with ACR = R> 90%.
Zakah Allocation Ratio	117%	This shows that zakat funds collected by OPZ have been distributed to mustahik by 117%. This proves that the Zakah Allocation Ratio is very effective with ACR = R> 90%.
Zakah Allocation Ratio of Non Amil	120%	This shows that the zakat funds collected by OPZ have been distributed to mustahik without taking into account the share of amil funds amounting to 120%. This proves that the Non Amil Zakah Allocation Ratio is very effective with ACR = R> 90%.
Infaq and S h o d a q a Allocation Ratio	127%	This shows that the infaq/alms funds collected by OPZ have been distributed to mustahik by 127%. This proves that the Infaq Shodaqoh Allocation Ratio is very effective with ACR = R> 90%.
Infaq and S a d a q a Allocation Ratio of Non amil	131%	This shows that the infaq/alms funds collected by OPZ have been distributed to mustahik without taking into account the portion of amil funds is 131%. This proves that the Infaq Shodaqoh Allocation Ratio of Non Amil is very effective with ACR = R> 90%.
Zakah Turnover Ratio	1.80	This shows that the active participation of OPZ in collecting and distributing zakat is 1.8. The value of the zakat turnover ratio > 1 proves that the results are very good and shows that OPZ is very active in collecting and distributing zakat.
Average Days Of Zakah Outstanding	200	This shows that the length of time for the OPZ to save the collected zakat funds is 200 days, which means less than 12 months and it is stated that it is good in managing zakat.
Infaq Shodaqoh Turnover Ratio	1.56	This shows that the activity of the OPZ in collecting and distributing infaq/alms is 1.56. This proves that the value of infaq/sadaqah turnover ratio is> 1, meaning it is very good and shows that OPZ is very active in collecting and distributing infaq.
Average Days Of Infaq Shadaqah Outstanding	230	This shows that the length of time for the OPZ to save the collected infaq/alms funds is 230 days, which means less than 12 months and it is stated that it is good in the management of infaq/alms.
ZIS Turn Over Ratio	1.77	This shows that the active participation of OPZ in collecting and distributing ZIS is 1.77. This proves that the value of zakat turnover ratio> 1 is very good and shows that OPZ is very active in collecting and distributing zakat.
Average Days Of ZIS Outstanding	203	This shows that the length of time for the OPZ to save the ZIS funds raised is 203 days, which means less than 12 months and it is declared good in ZIS management.



Specification / Year	December 2019	Description
Accounts Receivable Ratio (CA)	1%	This shows that OPZ has distributed through amil/other parties but cannot be recognized and recorded as distribution due to the absence of reports from amil/other parties at 1%. This proves that the value of distribution receivables ratio is <10%, so it can be said to be good. OPZ has been optimal in controlling distribution receivables.
Time needed for realization of disbursement receivables (CA)	4	This shows that the interpretation of time needed for amil to provide reports on the realization of disbursement receivables to the institution to be recognized and recorded as distribution is 4 days or R <3 months, then it is said to be good.
Ratio of assets under management of Zakat	2%	This shows how much zakat distribution is distributed to assets under management with a ratio value of 2%, which means that R <10% can be said to be good. OPZ has been optimal in allocating assets under management.

Source: data processed, 2021

Furthermore, the ratio of activities BAZNAS program in 2020 is shown in the table 3 to assess the performance of West Java

**Table 3**  
**Activity Ratio in 2020 West Java BAZNAS**

Specification / Year	December 2020	Description
Gross Allocation to Collection Ratio	65%	These results show that there is still distribution of ZIS funds, both collected in the same period and the balance from the previous period of 65%; this is because there is still an obligation to channel funds obtained from the previous period. This value proves that the Gross Allocation Ratio is effective enough with $ACR = 60\% <R> 75\%$ .
Gross Allocation to Non Amil Collection Ratio	61%	This shows that there is still ZIS disbursement both collected in the same period and the balance from the previous year outside of distribution for Amil of 61%; this is because there is still an obligation to channel funds to 7 asnaf other than amil from the previous period or in the same period from the current year. This proves that the Non-Amil Gross Allocation Ratio is effective enough with $ACR = 60\% <R> 75\%$ .
Net Allocation to Collection Ratio	71%	It shows the amount of calculation for the collection and distribution of funds spent in one period only without taking into account the remaining ZIS fund balance from the previous year. This proves that the Net Allocation Ratio is effective enough with $ACR = 60\% <R> 75\%$ .
Net Allocation to Non Amil Collection Ratio	67%	It shows the amount of calculation of the collection and distribution of funds spent in one period only without taking into account the remaining ZIS fund balance from the previous year by issuing the proportion of disbursement to amil. This proves that the Non-Amil Net Allocation Ratio is effective enough with $ACR = 60 <R <75\%$ .

Specification / Year	December 2020	Description
Zakah Allocation Ratio	92%	This shows that the zakat funds collected by OPZ have been distributed to mustahik by 92%. This proves that Zakah Allocation Ratio is very effective with $ACR = R > 90\%$ .
Zakah Allocation Ratio of Non Amil	91%	This shows that the zakat funds collected by OPZ have been distributed to mustahik without taking into account the share of amil funds amounting to 91%. This proves that Zakah Allocation Ratio of Non-Amil is very effective with $ACR = R > 90\%$ .
Infak and Shodaqa Allocation Ratio	25%	This shows that 25% of the Infak and shodaqa/alms funds collected by OPZ have been distributed to mustahik. This proves that the Infaq Shodaqoh Allocation Ratio is ineffective with $ACR = R < 45\%$ .
Infak and Shodaqa Allocation Ratio of Non amil	17%	This shows that the infaq/alms funds collected by OPZ have been distributed to mustahik without taking into account the share of amil funds amounting to 17%. This proves that the Infaq Shodaqoh Allocation Ratio of Non-Amil is ineffective with $ACR = R < 45\%$ .
Zakah Turnover Ratio	1.67	This shows that the active participation of OPZ in collecting and distributing zakat is 1.67. This proves that the value of zakat turnover ratio $> 1$ is very good and shows that OPZ is very active in collecting and distributing zakat.
Average Days Of Zakah Outstanding	215	This shows that the length of time for the OPZ to save the collected zakat funds is 215 days, which means less than 12 months and it is declared good in the management of Zakat.
Infaq Shodaqah Turnover Ratio	0.46	This shows that the activity of the OPZ in collecting and distributing infaq/alms is 0.46. This proves that the value of the infaq/alms turnover ratio is $< 1$ , which is not good and shows that the OPZ is not active in collecting and distributing infaq.
Average Days Of Infaq Shadaqah Outstanding	774	This shows that the length of time for the OPZ to save the collected infaq/alms funds is 774 days, which means more than 12 months and it is declared not good in the management of Infaq/Alms.
ZIS Turnover Ratio	1.31	This shows that the active participation of OPZ in collecting and distributing ZIS is 1.31. This proves that the value of the zakat turnover ratio $> 1$ is very good and shows that OPZ is very active in collecting and distributing zakat.
Average Days Of ZIS Outstanding	275	This shows that the length of time for the OPZ to keep the ZIS funds collected is 275 days, which means less than 12 months and it is declared good in ZIS management.
Accounts Receivable Ratio (CA)	1%	This shows that OPZ has distributed through amil/other parties but cannot be recognized and recorded as distribution due to the absence of reports from amil/other parties at 1%. This proves that the value of distribution receivables ratio is $< 10\%$ , which can be said to be good. OPZ has been optimal in controlling distribution receivables.

Specification / Year	December 2020	Description
Time needed for realization of disbursement receivables (CA)	3	This shows that the interpretation of the time needed for amil to provide a report on the realization of disbursement receivables to the institution to be recognized and recorded as distribution is 3 days or R <3 months, which is said to be good.
Ratio of assets under management of Zakat	3%	This shows how much zakat distribution is distributed to assets under management with a ratio value of 3%, which means that R <10% is good. OPZ has been optimal in allocating assets under management.

Source: data processed, 2021

Meanwhile, to facilitate the explanation regarding activity ratios below is a recapitulation of activity ratios in 2019 and 2020 in the period of June (semester) or December (end of the year) in the table 4.

In general, the West Java BAZNAS activity ratio in the semester and end of 2019 and 2020 with 17 activity ratios shows that the company's performance from the financial ratio/activity ratio can be included in the criteria of quite good/quite effective to good/effective. The performance of zakat

program (the intermediary role of zakat) seen from the activity ratio, both in normal and pandemic conditions, still has a very good performance. This is in accordance with the results of research by (Nurohman, Lutfiana, & Khoiriawati, 2020; Setyawan & Syaftina, 2013). It turns out that during the pandemic, activities in health, economy and social sectors have increased. These three fields are the main programs of zakat institutions in general, including West Java BAZNAS.

**Table 4**  
**Summary of Activity Ratios in 2019 and 2020**

No	Ratio	December 2019	December 2020
1	Gross Allocation to Collection Ratio	89%	65%
2	Gross Allocation to Non Amil Collection Ratio	118%	61%
3	Net Allocation to Collection Ratio	87%	71%
4	Net Allocation to Non-Amil Collection Ratios	121%	67%
5	Zakah Allocation Ratio	117%	92%
6	Zakah Allocation Ratio of Non-Amil	120%	91%
7	Infaq and Shodaqa Allocation Ratio	127%	25%
8	Infaq and Shodaqa Allocation of Non-Amil	131%	17%
9	Zakat Turnover Ratio	1.80	1.67
10	Average Days of Zakah Outstanding	200	215
11	Infaq Shodaqa Turnover Ratio	1.56	0.46
12	Average Days of Infaq Shodaqa Outsanding	230	774
13	ZIS Turnover Ratio	1.77	1.31
14	Average Days of ZIS Outstanding	203	275
15	Accounts Receivable Ratio (CA)	1%	1%
16	Time Required For Realization of Accounts Receivable (CA)	4%	3%
17	Ratio of Assets Managed by Zakat	2%	3%

Source: data processed, 2021

## Conclusions

Based on the discussion in the previous chapter, the conclusions of this study are as follows: (1) Financial aspects to measure BAZNAS performance in West Java Province consist of activity ratios, efficiency ratios, amil funds ratio, liquidity ratios and growth ratios; (2) The West Java BAZNAS activity ratio in the semester and end of 2019 and 2020 with 17 activity ratios, in general, shows that the company's performance from the financial ratio/activity ratio can be included in the criteria of being quite good/effective enough to good/effective. The zakat program in the pandemic era is the main program in dealing with COVID-19. Thus, the performance of zakat program in the pandemic era is quite good.

Furthermore, based on the previous discussion, the suggestions for this study are as follows: the calculation of growth ratios still shows unfavorable results and to provide advice for zakat institution managers to streamline the intermediary role of zakat, namely the collection and distribution of ZIS funds. Since this research was conducted using a case study method, it is hoped that further research will use other research methods such as surveys and others.

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