**MEASURING THE PERFORMANCE OF ZAKAT PROGRAMS WITH**

 **THE ACTIVITY RATIO IN THE PENDEMIC ERA OF COVID 19**

**(STUDY ON BAZNAS, WEST JAVA)**

**1SRI FADILAH, 2NURLELI, 3YUNI ROSDIANA, 4KANIA NURCHOLISAH,**

**5RUDY HARTANTO, 6MEY MAEMUNAH**

1,2,3,,4)Accounting Study Program, Faculty of Economics and Business, Bandung Islamic University,Jl. Taman Sari No.1 Bandung West Java

email: 1srifadilah03@gmail.com; 2unileli.unisba@gmail.com; 3yunisjafar95@gmail.com 4kania\_furqon@yahoo.com; 5rudyhartanto05@gmail.com, 6mey\_maemunah@yahoo.com

**Abstract.** The Covid 19 outbreak has hit almost all countries in the world. The condition of the Covid 19 pandemic also has an impact on the micro sector, especially the business world, human behavior and all types of organizations, including zakat institutions. One of the immediate impacts for zakat institutions is the very significant change in the zakat intermediation program. In the end, it will have an impact on the performance of the zakat program. One of the indicators for assessing performance with activity financial ratios. This study aims to see how the performance of the zakat program before and during the Covid 19 pandemic. The activity ratio for zakat institutions is a ratio that describes the performance of the zakat intermediation program. The research method used in this research is the case study method in BAZNAS West Java, with a descriptive analysis approach. Data collection techniques with documentation are the 2019 and 2020 financial reports. The results show that, the West Java BAZNAS activity ratio in the semester and end of 2019 and 2020 with 17 activity ratios, generally showing the company's performance from financial ratios / activity ratios can be explained in the criteria good enough / effective enough to good / effective

*Keywords: Activity Ratios, Zakat, Zakat Programs*

**Introduction**

Background, starting with issues related to the Covid-19 pandemic that broke out around the world in early 2020 and until 2021 is still endemic and who knows how long it will end or recover from the covid 19 outbreak. the face of this earth. The Covid 19 outbreak has hit almost all countries in the world. The condition of the Covid 19 pandemic also 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, both 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 BAZNAS West Java 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 program. 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 must make 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 as follows.

For the short term, the nature of the zakat program for handling the impact of covid-19 is a distribution or consumptive program. This is to help detective countermeasures, thus, some utilization programs are reduced or postponed or even deleted. Of course it will have an impact on the overall performance of zakat distribution.

Likewise, the role of collecting ZIS funds also has an impact both quantitatively and on the collection strategy that must be replaced and adjusted. The ZIS fundraising program had a major impact, especially the offline / face-to-face collection program due to the pandemic. Finally, the strategy used is digital technology (digital zakat). Changes in the field of collection and ZIS also need to be seen how their effectiveness is, whether the impact is increasing 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 must innovate by optimizing the use of digital technology / zakat. It is new to use a digital zakat strategy, because it has to prepare competent technology and human resources/ amil, as well as large operational costs (UU RI, 2011; Fadilah *et al.*, 2019). Next, the West Java BAZNAS digital zakat program, the

the intermediary role of zakat (collection and distribution) in this pandemic era is carried out massively because of the demands of stakeholders. BAZNAS must meet the demands with the covid-19 handling program, on the other hand, BAZNAS must innovate for the role of collecting with its 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, how is the performance of the intermediation role in the pandemic era? Is it getting better or vice versa, of course it 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 Performance Performance**

appraisals for companies can be seen 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. But it must be analyzed to find out various things related to the financial health of the company.

Financial statement analysis needs to be made so that financial reports are not only limited to reports but have meaning for decision making. There are several financial statement analysis techniques that can be used for various types of financial reports. Some of these techniques include [*common size analysis*](https://www.investopedia.com/terms/c/commonsizefinancialstatement.asp), 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: To find out the company's financial position and to assess future management performance. The types of financial ratios(Mayasari, Yusuf and Yulianto, 2018; Nurohman, Lutfiana and Khoiriawati, 2020)are (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 in: Profit and loss ratio ratios, balance sheet ratios and income statement ratios and balance sheets For zakat institutions, as institutions that have internal business processes that are different from corporations in general and have specific accounting standards (PSAK 109)(Syaftina and Redha, 2013), impact on 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 conducted using the rules of good financial implementation and be nar. 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).

In each company, an assessment is carried out, the control exercised by the management of the 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 toKasmir (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) *Review of* Report Data: 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 are a path to an analysis result that has a level of habituation *relatively* small. (2) Calculating: By using various methods and analysis techniques, calculations are carried out, both the comparison method, the percentage per component, the analysis of financial ratios, and others. With what methods or techniques to be used in the calculation, it really depends on the purpose of the analysis. And (3) Comparing or Measuring: The next step after doing the calculation is comparing or measuring. This step is needed to determine the condition of 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 *financial ratios* company's, namely "*Cross Sectional Approach'' and* "*Time Series Analysis*". *Cross*-*sectional approach is* a way of evaluating by comparing the ratios between one company and another similar company at the same time.

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

**Financial Ratio**

Financial ratio analysis is the main tool in financial analysis, because this analysis can be used to answer various questions about the state of the organization. The goal is to provide an overview of the weakness and financial capabilities of the 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: 33). Financial ratios are very important in analyzing the financial condition of the organization obtained from the results of the organization's operations. Several ratios will assist in analyzing and interpreting the financial position of an organization, using comparable reports, including changes in rupiah amounts, presentations, and trends. According toKenton (2021), financial ratios consist of: Liquidity Ratios, Solvency Ratios, Activity Ratios, Profitability

Ratios.The explanation related to these financial ratios will be explained as follows:

**1.Liquidity**

Ratio The liquidity ratio is a ratio that illustrates the ability to meet short-term liabilities.

a). Current Ratio *(Current Ratio)*

According toRiyanto (2000)the current ratio*(current ratio)*is the company's ability to pay short-term debt that must be met with current assets.*The current ratio can be* calculated by comparing the amount of current assets with short-term debt.The greater theratio of current assets to short-term debt, the higher the company's ability to cover its short-term debt.

b). Cash Ratio (*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.

**2.** **Activity Ratio Activity**

ratio consists of (a) Fixed Asset Turnover Ratio. This ratio is a ratio that compares the income earned by the company with the company's fixed assets(Syaftina 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 that the fixed asset turnover shows how much value the income is obtained from each fixed asset owned by the company. The higher this ratio, the better. (b) Total asset turnover is a financial ratio that represents capability. companies to create their income by using all their assets (Syaftina and Redha, 2013). This ratio also shows the effectiveness of the company in managing the turnover of components or elements of the asset itself. This ratio provides information that the total asset turnover shows how much the company has earned revenue using all of its assets. The higher this ratio the better.

**Activity Ratio for Zakat Management Organization (OPZ)**

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 / 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 the 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. So that the reference in the preparation of OPZ financial ratios cannot fully follow the rules of financial ratios in profit-oriented entities. In addition, because of the characteristics of the sharia principles inherent in zakat institutions, the financial ratios that are 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 are fulfilled.

On the one hand, the problem of different interpretations and definitions of several accounts in the financial reports of zakat management institutions causes various published financial reports. So that this study arranged there are eight reporting models based on the interpretation of each zakat institution. This indicates that there is no standard standard or guidelines for defining the accounts of uniform financial statements of zakat institutions. If a financial report from an industry is not standardized and uniform, then a 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. ratio formers.

 According toBAZNAS (2019), financial ratios for assessing the performance of zakat management organizations are divided into the following activity ratios:

1. Allocation to collection Ratio
2. Gross Allocation Ratio
3. Gross Allocation Ratio ofNon Amil (Gross Allocation Ratio of Non Amil)
4. Net Allocation Ratio
5. Net Allocation Ratio of Non Amil (Net Allocation Ratio of Non Amil)
6. Allocation of Zakah (Allocation of Zakah)
7. Ratio of Non-Amil Zakat Funds Distribution (Allocation of Zakah non Amil)
8. Ratio of Infaq and Alms Funds Distribution (Allocation of Infaq)
9. Ratio of Non-Amil Infaq and Alms Fund Distribution (Allocation of Infaq)
10. Zakah turnover ratio
11. Average of days zakah outstanding
12. ZIS turnover ratio
13. Average of days ZIS outstanding
14. Accounts Receivable Ratio
15. Time required for realization of distribution receivables
16. Advance Activity Ratio
17. Asset Ratio Under Management of Zakat

Furthermore, many 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.

Research on financial ratios in OPZ is still very limited, research conducted by Alim (2016)describes financial ratios for zakat management organizations by making comparisons and converting financial ratios in commercial institutions and non-profit institutions so that they can be applied to OPZ.

**Research Methods**

The research method used in this research is the case study method in 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 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 (*descriptive analysis research*).

 In this study, it consisted of two variables, namely the activity ratio. The data collection techniques used in this study were in-*depth interviews*; and documentation. The case was carried out at BAZNAS West Java which is based in the city of Bandung, as well as a research partner. The financial reports will be analyzed in the first half of 2020 and the end of 2020 reports, due to the COVID-19 pandemic in Indonesia starting in early 2020. Then the activity ratio in 2020 will be compared with the activity ratio in 2019 where there has been / no covid-19 pandemic occurred, so that It will be seen whether during the Covid-19 pandemic, the performance of the intermediary role of zakat will be the same, worse or better, and other aspects that influence it will be sought.

 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 the variables of the activity ratios are described in the following table:

**Table 1. Operationalization Variable**

| **Variable** | **Definitions Operational** | **Indicators** | **Data Scale** |
| --- | --- | --- | --- |
| RatiosActivity | Activity ratio is a ratio that illustrates the ability to use the assets to carry out operations | Allocation to collection1. Gross Allocation Ratio
2. Gross Allocation Ratio of Non Amil (Gross Allocation Ratio of Non Amil)
3. Net Allocation Ratio
4. Net Allocation Ratio of Non Amil (Net Allocation Ratio of Non Amil)
5. Allocation of Zakah (Allocation of Zakah)
6. Ratio of Non-Amil Zakat Funds Distribution (Allocation of Zakah non Amil)
7. Ratio of Infaq and Alms Funds Distribution (Allocation of Infaq)
8. Ratio of Non-Amil Infaq and Alms Fund Distribution (Allocation of Infaq)
 | Ratio |
|  |  | Zakat turnover ratio / turnover ratio zakat | Ratio |
|  |  | Average of days is the outstanding | Ratio |
|  |  | ZIS turnover ratio | Ratio |
|  |  | Average of days ZIS outstanding | Ratio |
|  |  | ReceivablesDistribution | Ratio |
|  |  | The time needed for the realization of the disbursement receivables | Ratio |
|  |  | AdvanceActivity | Ratio |
|  |  | Asset Ratio Under Management of Zakat | Ratio |

Source: PUSKAS BAZNAS:2019

This research will measure the intermediation performance of zakat, especially in the Covid-19 pandemic era that occurred and 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 obtain a comparison with the West Java BAZNAS performance not in the Covid-19 pandemic era, the activity ratio from the financial statements in the previous year, namely 2019, will be calculated by dividing the financial reporting period, namely the financial statements per 31 June 2019 and as of 31 December 2019. The financial ratios for the 2019 financial statements will be used as financial data to measure the West Java BAZNAS performance in 2019.

Then, 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, sehin can not conclude how the performance of BAZNAS zakat intermediation in West Java.

**RESULTS AND DISCUSSION**

**The Role of Zakat Intermediation at BAZNAS West Java Province**

BAZNAS West Java Province is a government-based zakat institution at the provincial level, in accordance with Law Number 23 of 2011 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 the role that is tasked with optimizing the collection of zakat funds from muzaki. Optimization of this role must start from the potential for zakat both at the national level, which is 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. Below are the collection strategies and programs implemented with the following strategies: (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 West Java Province distributes and utilizes zakat, donations, alms and other socio-religious funds through 5 main programs, namely: Healthy West Java, Smart West Java, Jabar Mandiri, West Java Takwa and West Java Care. 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). Where this reporting is done 2 times a year (six months and 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, the financial statements of zakat institutions are in accordance with financial accounting standards (PSAK) 109 concerning zakat accounting, which states that the financial statements consist of: Financial Position Reports, Funds Change Reports, Cash Flow Reports, Managed Assets Reports and Notes to Financial Statements. Then 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**

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

 To explain each of the financial ratios to measure the performance of the activity ratio BAZNAS West Java in late 2019 and late 2020 with an explanation of the meaning of each financial ratio, in the following table:

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

| **Specification /****Year** | **December****2019** | **Description** |
| --- | --- | --- |
| Gross Allocation To Collection Ratio | 89%  | results show that there is still distribution of ZIS funds collected in the same period and the balance from the previous period of 89%, this is because there is still an obligation to channel funds obtained from the previous period. This value proves that the Effective Gross Allocation Ratio with ACR = 75% <R <90% |
| Gross Allocation To Collection Ratio Non Amil | 118% | 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. 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 previous period. the same from the current year. This proves that the Non Amil Gross Allocation Ratio is Effective with ACR = 75% <R <90% |
| Net Allocation To Collection Ratio Non Amil | 121% | Shows the amount of the calculation of the 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 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 Zakat Allocation Ratio is Very Effective with ACR = R> 90% |
| Infak and Shodaqa 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 Sadaqa Allocation Ratio 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. Ini membuktikan bahwa nilai rasio perputaran zakat > 1, maka sangat baik dan menunjukan bahwa OPZ sangar aktif dalam melakukan penghimpunan dan penyaluran  |
| Average Of Days 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 the infaq / sadaqah turnover ratio is> 1, it is very good and shows that OPZ is very active in collecting and distributing |
| Average Of Days 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 the zakat turnover ratio> 1 is very good and shows that OPZ is very active in collecting and distributing. |
| Average Of Days 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. |
| 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 the time it takes 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. |

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

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

| **Specification /****Year** | **Desember 2020** | **Keterangan** |
| --- | --- | --- |
| 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 Collection Ratio Non Amil | 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% | 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 Collection Ratio Non Amil | 67% | Shows the amount of the 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% |
| Zakah Allocation Ratio | 92% | This shows that the zakat funds collected by OPZ have been distributed to mustahik by 92%. This proves that the Zakah Allocation Ratio is Very Effective with ACR = R> 90% |
| Zakah Allocation Ratio 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 the 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 donations / alms funds collected by OPZ have been distributed to mustahins. This proves that the Infaq Shodaqoh Allocation Ratio is ineffective with ACR = R <45% |
| Infak and Shodaqa Allocation Ratio 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-Amyl 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 the zakat turnover ratio> 1 is very good and shows that OPZ is very active in collecting and distributing |
| Average Of Days 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, so it is not good and shows that the OPZ is not active in collecting and distributing. |
| Average Of Days 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 Infak / 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. |
| Average Of Days ZIS Outstanding | 275 | This shows that the length of time for the OPZ to keep the ZIS funds raised is 275 days, which means less than 12 months and it is declared Good in ZIS management. |
| AccountsReceivable 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) | 3 | This shows that the interpretation of the time it takes 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, then it 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. |

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), as follows:

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

| **No** | **Rasio** | **Desember****2019** | **Desember 2020** |
| --- | --- | --- | --- |
| 1 | Gross Allocation To Collection Ratio | 89% | 65% |
| 2 | Gross Allocation To Collection Ratio Non Amil | 118% | 61% |
| 3 | Net Allocation To Collection Ratio | 87% | 71% |
| 4 | Net Allocation To Collection Ratios Non-Amil | 121% | 67% |
| 5 | Zakah Allocation Ratio | 117% | 92% |
| 6 | Zakah Allocation Ratio Non-Amil | 120% | 91% |
| 7 | Infaq and Shodaqa Allocation Ratio | 127% | 25% |
| 8 | Infaq and Shodaqa Allocation Non-Amil | 131% | 17% |
| 9 | Zakat Turnover Ratio |  1.80 |  1.67 |
| 10 | Average of Days Zakah Outstanding |  200 |  215 |
| 11 | Infaq Shodadoh Turnover Ratio | 1.56 | 0.46 |
| 12 | Average of Days Infaq Shodaqoh Outsanding | 230 | 774 |
| 13 | ZIS Turnover Ratio | 1.77 | 1.31 |
| 14 | Average of Days 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% |

From the West Java BAZNAS activity ratio in the semester and end of 2019 and 2020 with 17 activity ratios, in general it shows that the company's performance from the financial ratio / activity ratio can be explained in the criteria of being quite good / quite effective to good / effective. The performance of the 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 (Michael et al. 2017:) (Nurrohman.et al.2020) and (Setiawan. 2013). This is because during a pandemic, activities in the health, economy and social sectors have increased. These three fields are the main programs of zakat institutions in general, including BAZNAS West Java.

**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 explained in the criteria of being quite good / effective enough to good / effective.

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

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that the results of this research can help UNISBA in implementing the master plan of

research and community service.

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