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### Comparison of Financial Performance Badan Amil Zakat Nasional and Lembaga Amil Zakat Nasional

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#### ABSTRACT

This research aims to compare and to investigate about differences in the performance of zakat management between BAZNAS and Dompot Dhuafa through Financial Performance with purpose to evaluate the success of the institution is to look at how well it performs. The object of this research are the amil zakat institution in Indonesia, namely BAZNAS and Dompot Dhuafa. This study uses a purposive sampling with a descriptive quantitative approach. Data collection in this study is secondary data, which is referring to the annual financial reports published by the National Amil Zakat Institute. The data analysis is: financial performance (financial ratio by Ritchie and Kolodinsky). Based on the calculation, the result of the study state, BAZNAS is the highest-performing Amil Zakat Institution in the financial performance category due to its high fiscal performance ratios and its strong financial management capabilities, which maximize the amount of funds distributed in accordance with what was collected from the funds that were successfully collected. When it comes to the total amount of money collected over the course of 12 years, Dompot Dhuafa performs better than BAZNAS.

#### INTRODUCTION

Despite the fact that Indonesia has been independent for 77 years, issues with inequality, poverty, and unemployment remain the country's key economic concerns (Azhfar Muhammad, 2022). According to the Minister of Social Affairs, from 2019 to 2020, the poverty rate rose by 4%, from 9.22% to 13.22% (Achmad Narudin Yahya, 2021). In addition, by the Central Bureau of Statistics, there were 27.55 million poor people worldwide as of September 2020, a rise of 1.13 million from March (Badan Pusat Statistik, 2020). Islam as *rahmatan lil alamin* (Islam has the power to bring about peace and compassion for both people and the natural world). Islam has an own solution for the issue of national economic problems using the sharia method, namely zakat.

Zakat has a big role in minimizing the impact of the poverty problem. According to the primary goal of Badan Amil Zakat Nasional (BAZNAS) as the main national institutions of zakat management Indonesia and Lembaga Amil Zakat (LAZ) as the supporting national institutions of zakat management in Indonesia, which is to economically distribute it to 8 ashnaf in order to lower the degree of poverty in Indonesia. Zakat can reduce the financial burden on the community. (Puskas BAZNAS, 2021). Additionally, it can support in containing and overcoming the rising degree of poverty (Fatwa Nomor 23 Tahun 2020).

In relation to statistical data on the distribution of zakat funds by OPZ, in 2019, the distribution of zakat funds has increased by 27.7% from 2018 (from 6.800.139.133.196 to 8.668.221.234.354) (Outlook Zakat Indonesia, 2021). That information demonstrates that in comparison to Indonesia's capacity for zakat, the ZIS monies that have been collected and dispersed are still incredibly little. According to the IPPZ (Indikator Pemetaan Potensi Zakat), the potential for zakat on national basis was Rp233.8 Trillion in 2019 and Rp327.7 trillion in 2020 (Puskas BAZNAS, 2021).

However, to see the performance of an institution, measurement is carried out. The measurement is used to see how efficient the management funds of an institution (Puskas BAZNAS, 2019). Performance measurement can be done through financial performance. According to (Ardi Hamzah, 2007), financial performance is a performance appraisal tool using financial ratio analysis in financial institution reports.

Financial ratio analysis serves to measure the level of achievement of an institution financially, then the results of these measurements can be used as data considerations to improve the efficiency of the institution's performance. It is also useful for proving that amil institutions are professional and transparent institutions, so that the trust of donors (muzakki) in zakat institutions becomes higher, and muzakki will continue to want to give zakat to institutions.

Thus, this study seeks to examine the financial performance of BAZNAS and LAZ utilizing data that has been examined using the Ritchie and Kolodinsky method as financial ratio. This research aims to describe, to measure and, at the same time, compare the distinctions between BAZNAS and LAZ

## LITERATURE REVIEW

### Stakeholder Theory

Stakeholder theory is a theory that emphasizes the importance of establishing good relations between the company and its stakeholders for the sustainability of the company. Stakeholders themselves can be interpreted as stakeholders in a company, including customers, employees, shareholders (share owners), creditors, suppliers, donors, and the wider community (society) (R. Edward Freeman and Robert A. Phillips, 2002).

Stakeholders can help companies achieve company goals (R. Edward Freeman, 1994), because stakeholders will control the resources of the company, especially economic resources. This condition will encourage companies to try to meet the expectations and desires of stakeholders (R. Edward Freeman and Robert A. Phillips, 2002), the impact of these conditions will direct the company to the company's initial goal, namely to maintain the sustainability of the company/organization.

Related to this theory, the implementation of the form of responsibility towards stakeholders is evidence that the company is trying to be transparent and pay attention to the satisfaction of customers, suppliers/donators, and the community. This form of business responsibility is manifested in the provision of accurate and quality information in the form of presentation of reports (Dipo Rizkika Alfaiz and Titik Aryati, 2019).

### Signaling Theory

According to (Brigham and Houston 2014), Signaling Theory is a theory that departs from the company's actions in providing information to provide guidance to donors, investors or outsiders regarding the prospects owned by the company. The information provided is in the form of notes, descriptions or information regarding the current or past or future conditions of the company/organization. Issuing information to external parties is very important to do because apart from being an effort to convince investors that funds have been realized, releasing information is also useful for companies to gain new appraisal views resulting from information asymmetry and to maintain company value as a result of distrust of donors/investors due to information asymmetry.

### Asymmetric Information

Statements in signal theory show that there is information asymmetry between the company and interested parties. Information asymmetry is an event that is created because there is a difference in information, so the results obtained can also vary. The results obtained have two possibilities in the form of small differences so that they do not affect management or there are significant differences that can affect management in the company (George J. Stigler, 1961). This condition of information asymmetry is detrimental to both the donor/investor and the company. For donors/investors it will be difficult to determine between companies. Meanwhile, for companies that are qualified or not, for personal gain, they will definitely claim that the company's potential is very promising. If donors/investors believe in potential claims, the company will benefit. But on the other hand, companies

that are truly qualified will be disadvantaged because of the general perspective resulting from asymmetry. To avoid and reduce information asymmetry, signaling theory and disclosure are carried out (Achmad Fauzan Sirat, 2019).

### Disclosure

Disclosure is a term used by outside management for information submitted by the company. The information provided can take two forms, namely data (quantitative) and additional information on financial statements (qualitative) (Joel G. Siegedl dan Jae K. Shin, 1994). According to (Ghozali and Chariri, 2007), the notion of disclosure is giving an explanation without covering or hiding anything about the state of the company. Thus, the explanation of the information provided must be clear, complete, reliable, so that it can explain economic events that affect the operational results of the company/organization accurately without error. Disclosure for the company serves to increase the image of transparency which has an impact on improving the company's public relations, while for internal and external parties it is useful so that they are not confused when using (analyzing) financial reports where the results of the analysis can be used as material for consideration in decision making for the company. In this way, neither party feels disadvantaged (Ery Hidayanti dan Sunyoto, 2012).

### Zakat

Zakat literally comes from the word masdar zakka-yuzakki-zakkaatan (Oni Sahroni dkk, 2018). The word masdar is interpreted differently by some ulama, namely: at-Thahuru which means cleaning and purifying, as-Shalalhu which means good and right, an-Numuw which means developing and growing, and al-Barakatu which means blessing (Qodariah Barkah dkk, 2020). Meanwhile, in terms, zakat is defined as issuing a portion of the obligatory zakat assets (muzakki) and then giving it to mustahik at a certain time (haul or at harvest) with a certain value (2.5%, 5%, 10% or 20%) (Oni Sahroni dkk, 2018).

There is a difference between zakat, infaq and shadaqah, Zakat is the disbursement of assets made by the obligatory zakat either individually or as a body which will later be given to mustahik zakat at a certain time with a certain value. While, Infaq is the expenditure of wealth by individuals or bodies for the public benefit based on faith and for the path of Allah SWT (Undang-Undang Republik Indonesia Nomor 23 Tahun 2011 tentang Pengelolaan Zakat, 2011). Then, Shadaqah is the gift of both property and non-wealth of a person or entity to another person voluntarily by only hoping for the blessing of Allah SWT (Qodariah Barkah dkk, 2020).

### Muzakki

Zakat payers (muzakki) are people who are obliged to pay zakat (Arsyada Fikru Ananda, 2019). Mandatory status is determined from the ownership of a person's wealth that has reached the minimum limit (hisab), then only then can zakat be imposed on the wealth owned with conditions according to syara'.

### Financial Reports

Financial reports are records that contain information about an organization or company regarding finances in a period that are used to see developments in financial performance and situations in an organization. In addition, financial reports are useful as data used to assess the achievement and financial condition of an organization (Sofyan Syafitri Harahap, 2015)

According to Ridwan S. Sunjaja and Inge Barlian, financial reports are reports containing accounting results of company activities and financial data which will then be used to support communication media with interested parties. According to Sofyran Safri Harahap, financial reports are the most important tool in assessing the achievements and conditions achieved from a business result carried out in one period by an organization (Dadang Husen Sobana, 2018).

### Non-Profit Organization

Non-profit organizations are agencies where the implementation of operational activities is not aimed at making a profit (Hertanto Widodo & Teten Kustiawan, 2001). However, the source of operational costs for non-profit organizations, it comes from donations from donors who do not expect reciprocal profits (not investment), but donors are still entitled to receive information on the results of the distribution, management that has been carried out by the organization (ISAK No 03 and 04). As well as other characteristics of non-profit organizations, according to (Antony and Young, 2003), operate in the service, social and community sectors.

## Financial Performance

Financial performance is one of the performance appraisal indicators in terms of finance and also functions to reflect the improvement, achievement and compliance of financial implementation from one period to another carried out by an institution (Irham Fahmi, 2018). In addition, measurement in terms of finance is also useful as a consideration in determining the steps, strategies and improvements that need to be made, in accordance with the current situation in the field and the financial condition of the institution (Fahmi, 2011).

Financial performance for profit and non-profit institutions is different. Usefulness for profit institutions is more aimed at increasing profitability, increasing share prices, and other interests in surviving in competition. Meanwhile, the use for non-profit/non-commercial institutions is to find out how far the institution is obedient in carrying out its duties, the quality of services provided, and the allocation of public money made (Mirna Sesotyaningtyas, 2012).

Non-profit institutions do not have the goal of getting as much profit as possible, but the purpose of paying attention to financial performance is to see the development of services being carried out, so that financial management can determine what decisions must be made so that sufficient funds can be ensured. As well as functioning as proof of the realization of the use of funds (transparent) so that the level of trust of donors and potential donors increases, then donors will be interested in continuing to use the services of the institution (Istutik, 2013).

Measuring the financial performance of non-profit institutions is also carried out as profit for institutions by means of financial ratios. Financial ratios carried out by non-profit institutions are adjusted according to the characteristics of the institution. This applies to zakat institutions, financial performance measurement is carried out using modified financial ratios in Ritchie and Kolodinsky's research (W. J. Ritchie dan R. W. Kolodinsky, 2003), which is used in Romantin, Bahri, & Lubis's research (M. Romantin dkk, 2017). The financial ratios used include: fiscal performance ratios, public support ratios, collection efficiency ratios (Uswatun Hassanah, 2020). to (Brigham and Houston 2014), Signaling Theory is a theory that departs from the company's actions in providing information to provide guidance to donors, investors or outsiders regarding the prospects owned by the company. The information provided is in the form of notes, descriptions or information regarding the current or past or future conditions of the company/organization. Issuing information to external parties is very important to do because apart from being an effort to convince investors that funds have been realized, releasing information is also useful for companies to gain new appraisal views resulting from information asymmetry and to maintain company value as a result of distrust of donors/investors due to information asymmetry.

## Previous Studies

The researcher takes three previous studies. Firstly, by Uswatun Hasanah (2020), in this research focuses on how the performance of several amil zakat institutions in Indonesia, then the results are compared. Additionally, this research was the quantitative method with research samples at five Amil Zakat Institutions (BAZNAS, Rumah Zakat, Baitul Maal Muamalat, Yatim Mandiri, and Inisiatif Zakat Indonesia) in 2018. More importantly, the results of this research show that five Amil Zakat Institutions had excellent financial performance, and Rumah Zakat had the best financial performance compared to the others by looking at the results of the five financial ratios by Ritchie and Kolodinsky.

Next, Ani Qotuz Zuhro' Fitriana (2019), the purpose of this research is to measure and analyze variable efficiency and capacity of amil zakat institutions using the ISZM. The financial report documents as secondary data were the primary instrument used to collect this Study's data with periode to 2010 until 2017 in three amil zakat institutions in Indonesia (BAZNAS, Rumah Zakat and Rumah Yatim Arrohman. Then, about the result, in this research concluded that in BAZNAS on the variables of efficiency and institutional capacity has been declared good. However, for the Rumah Zakat and Rumah Yatim Arrohman on the efficiency and capacity variables of the institution is still stated that it is not good enough and needs to be improved

Additionally, the research made by Prayogo P. Harto, Vivi Sufi Anggraeni, Ai Nur Bayinah, (2018). This Study was conducted to determine the financial performance of zakat institutions. Further, this research used a purposive sampling method on secondary data taken from the website of the amil zakat institutions. The institutions used in this research, namely, BAZNAS, Yatim Mandiri, Rumah Yatim Arrohman and lastly Rumah Zakat. On top of that, result of this research is financial performance of national zakat institutions during the research period (2014 – 2016) can be said to be good.

**RESEARCH METHODS**

This study uses a purposive sampling with a descriptive quantitative approach. The purpose of descriptive study is to make descriptions, or paintings systematically, factually, and accurately regarding the facts, characteristics, and relationships between the phenomena being investigated. Furthermore, the quantitative approach is used to explore the research process through using statistical calculations (Lijan P. Sinambela dan Sarton Sinambela, 2021). This research is supported by quantitative research data types. The research data used by researchers is secondary data, which is referring to the annual financial reports published by the National Zakat Institute. The data analysis is: financial performance (financial ratio by Ritchie and Kolodinsky).

**Table 1 Formula for the Financial Performance Ratio of Amil Zakat Institutions**

No	Formula Ratio	Explanation
1. Fiscal Performance	TR / TA	TR = Total Revenue (total receipt of ziswaf funds) TA = Total Asset (total assets owned by Amil Zakat Institutions)
	(TR-TE) / TA	TE = Total Expense (total use of ziswaf funds by Amil Zakat Institutions)
2. Public Support	TC / TR	TC = Total Contribution (total contribution funds from donors/muzakki)
	TC / TE	
3. Fundraising Efficiency	TR/ FE	FE = Total Fundraising Expense (total costs of raising funds/operational costs)

**RESULTS AND DISCUSSION**

**Financial Reports**

Badan Amil Zakat Nasional (BAZNAS) as the main national institutions of zakat management Indonesia and Lembaga Amil Zakat (LAZ) as the supporting national institutions of zakat management in Indonesia) are the two organizations tasked with managing, distributing, and using zakat, based on Undang-Undang No. 23 Tahun 2011 about Zakat Management. A zakat management organization called the Amil Zakat Institution (LAZ) was established at the community's request. It is different from BAZNAS, a national organization created by the government, but has the same characteristics as a non-profit organization and the same goal: to manage the zakat fund to help more people who still need help through the utilization program.

The approximate value of every account, as calculated from the financial records of Amil Zakat Institutions, is as follows:

**Table 2 BAZNAS Financial Reports for the Period from 2011-2022**

Year	BADAN AMIL ZAKAT NASIONAL				
	TA	TR	TE	TC	FE
2011	16,589,472,303	48,923,472,690	52,747,661,433	43,265,881,246	14,991,611,099
2012	22,105,699,228	59,366,191,880	53,771,710,426	52,507,839,665	10,047,245,400
2013	27,981,168,290	62,813,722,867	56,206,077,267	59,758,813,000	12,957,438,531
2014	39,861,217,575	97,037,306,284	84,859,023,390	85,609,817,125	15,345,467,112
2015	60,822,688,144	113,354,737,202	83,619,904,881	99,934,270,180	18,915,308,683
2016	92,761,171,701	135,824,583,063	106,567,877,335	117,449,399,431	29,035,736,360
2017	110,044,770,250	188,311,162,581	168,705,406,061	159,542,103,405	36,775,829,956
2018	71,189,465,324	242,665,956,532	286,379,647,427	186,929,612,571	45,283,513,184
2019	87,906,823,240	315,941,819,444	296,514,196,749	289,891,424,196	59,796,546,590
2020	119,224,015,578	408,492,458,712	382,470,555,710	381,694,047,416	68,308,527,515
2021	153,954,556,187	542,798,941,813	524,549,051,961	517,755,434,651	100,925,547,362
2022	180,055,490,656	681,252,643,307	676,182,769,649	638,543,296,700	118,997,799,004

Source: data processed (2024)

**Table 3 Dompet Dhuafa Financial Reports for the Period from 2011-2022**

Year	DOMPET DHUAFA				
	TA	TR	TE	TC	FE
2011	195,857,620,877	183,853,054,735	135,617,351,303	181,292,580,668	32,828,349,549
2012	240,390,322,632	217,625,888,311	177,976,207,847	214,443,106,143	43,359,202,297
2013	294,362,096,598	243,593,121,532	223,590,787,966	239,156,597,433	54,687,153,436
2014	288,962,741,727	257,927,010,368	259,082,233,456	252,018,890,588	48,920,403,307
2015	289,694,261,578	277,588,706,522	258,591,935,757	272,230,205,683	48,579,030,525
2016	308,438,417,155	260,937,152,072	253,432,736,150	258,108,233,503	48,038,422,545
2017	332,080,602,007	273,475,384,291	242,936,025,452	271,117,794,574	52,104,772,746
2018	381,904,316,852	325,236,916,761	276,758,387,575	323,400,475,631	66,206,774,773
2019	368,626,528,669	397,245,040,660	401,258,448,883	392,932,285,787	78,609,061,060
2020	423,284,288,299	412,826,039,369	353,826,518,483	409,171,786,288	65,794,205,295
2021	451,174,616,354	414,030,082,315	388,241,674,707	409,831,486,067	68,923,563,530
2022	469,509,241,978	412,798,861,508	388,254,781,375	399,263,564,198	65,933,776,307

Source: Data processed (2024)

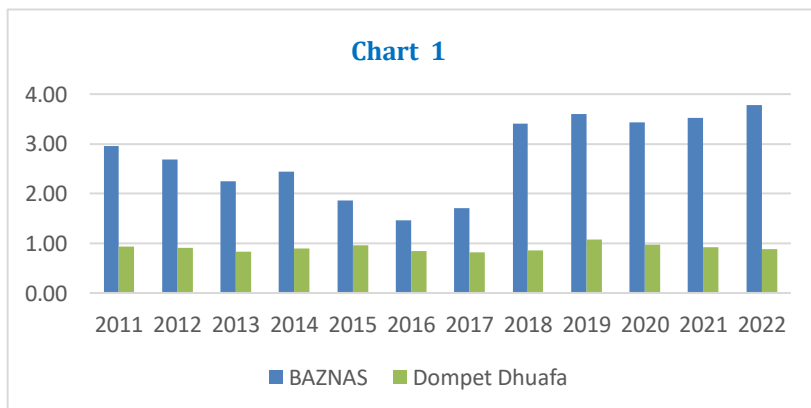
**Fiscal Performance**

**Table 4 TR/TA**

Year	2011	2012	2013	2014	2015	2016	Average
BAZNAS	2.95	2.69	2.24	2.43	1.86	1.46	
	2017	2018	2019	2020	2021	2022	
	1.71	3.41	3.59	3.42	3.52	3.78	
Year	2011	2012	2013	2014	2015	2016	Average
Domp pet Dhuafa	0.94	0.91	0.83	0.89	0.96	0.85	
	2017	2018	2019	2020	2021	2022	
	0.82	0.85	1.08	0.98	0.92	0.88	

Source : Data processed (2024)

Based on theory, if the ratio value is > 1, it indicates that the annual income is greater than the total assets, and if the ratio value is close to 1, it indicates that the annual income is less than the total assets owned (Sanders, 2008). The higher the ratio value, the better the performance (Harahap, 2013). According to the data, this ratio generally illustrates up-and-down situations over the previous 12 years, Where the average ratio at BAZNAS is 2.76 > 1.00, which means every Rp. 1.0 which was turned over by BAZNAS in the form of assets was able to obtain funds of Rp. 2.76 for BAZNAS, while for the Amil Zakat Institution, Dompot Dhuafa with an average ratio of 0.91 < 1.00, which means every Rp. 1.0 which was played by Dompot Dhuafa in the form of assets was only able to get funds amounting to Rp. 0.91.



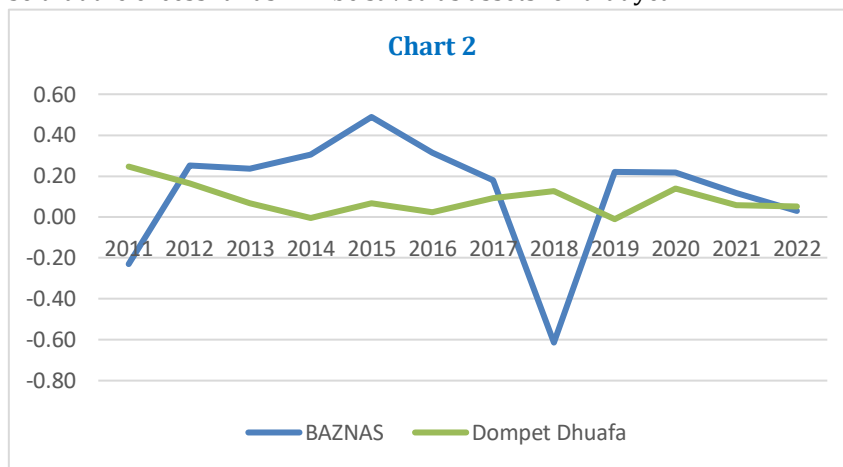
As a result of the chart and table that in 12 years, the performance of the BAZNAS Institute was better compares to Dompot Dhuafa, where the performance was not optimal.

**Table 5 (TR-TE)/TA**

Year	2011	2012	2013	2014	2015	2016	Average
BAZNAS	-0.23	0.25	0.24	0.31	0.49	0.32	0.13
	2017	2018	2019	2020	2021	2022	
	0.18	-0.61	0.22	0.22	0.12	0.03	
Year	2011	2012	2013	2014	2015	2016	Average
Dompot Dhuafa	0.25	0.16	0.07	-0.004	0.07	0.02	0.09
	2017	2018	2019	2020	2021	2022	
	0.09	0.13	-0.01	0.14	0.06	0.05	

Source : Data processed (2024)

Based on the table 5 captures, the financial performance condition of each Amil Zakat institution over a period of 12 years shows positive results. The average in this ratio is that BAZNAS is at a positive number of 0.13 and Dompot Dhuafa is at 0.09. This positive number, according to Sanders (2008), explains that a positive value indicates that the income obtained is greater than the expenses incurred, so that the excess funds will be saved as assets for that year.



Furthermore, the explanation of the performance percentage statistics then deviates into negative numbers, as observed in the cases of Dompot Dhuafa in 2014 (-0.004) and 2019 (-0.01), and BAZNAS in 2011 (-0.23) and 2018 (-0.61). According to Sanders (2008), non-profit organizations typically experience this kind of situation since their costs are different from those of commercial businesses.

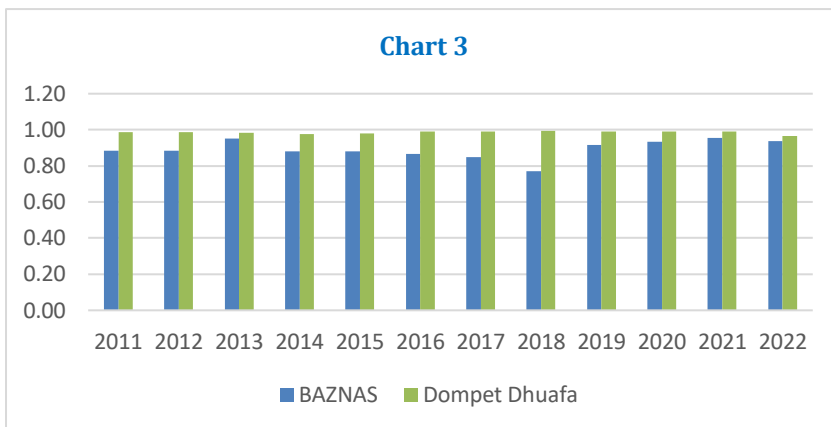
**Public Support TC/TR**

**Table 6 TC/TR**

Year	2011	2012	2013	2014	2015	2016	Average
BAZNAS	0.88	0.88	0.95	0.88	0.88	0.86	0.89
	2017	2018	2019	2020	2021	2022	
	0.85	0.77	0.92	0.93	0.95	0.94	
Year	2011	2012	2013	2014	2015	2016	Average
Dompot Dhuafa	0.99	0.99	0.98	0.98	0.98	0.99	0.99
	2017	2018	2019	2020	2021	2022	
	0.99	0.99	0.99	0.99	0.99	0.97	

Source: Data Processed (2024)

In this ratio, there is a difference in the amount of contributions received by BAZNAS, a government-run amil zakat institution, and a private amil zakat institution. BAZNAS receives revenue from the government in the form of the Amil Zakat Institution (APBN), whereas Dompot Dhuafa, a non-governmental institution, does not receive the APBN. However, Dompot Dhuafa receives more acceptance due to the number of programs that it has implemented. The percentage ratios of the two Amil Zakat institutions, BAZNAS at 0.89 and Dompot Dhuafa at 0.99, are both above 0.5, which is considered good. Sanders (2008) states that if the figure is above 0.5, the bulk of the organization's revenue comes from the collection program (voluntary support); if it is below 0.5, the majority of the revenue comes from sources other than the collection program.



The ratio's findings show that the Amil Zakat Institutions, Dompot Dhuafa and BAZNAS, both appropriately and thoroughly carry out their authority and collection duties. For Dompot Dhuafa, the collection program accounts for 99% of the Institution's revenues, while at BAZNAS, the average over the previous 12 years has been 89%.

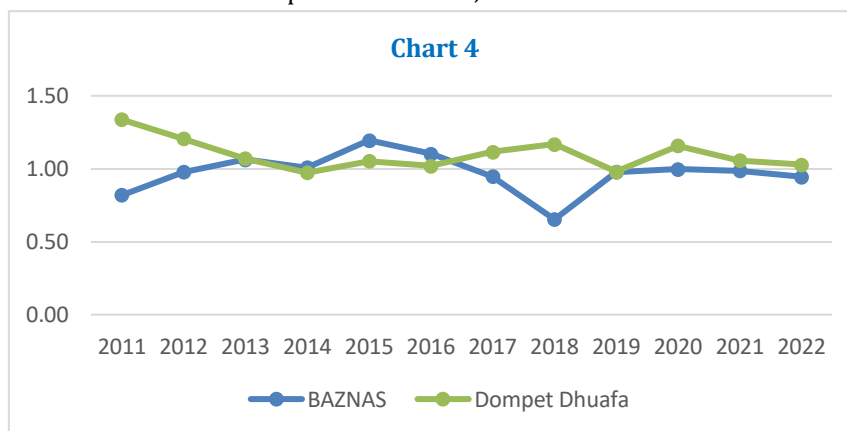
**Table 7 TC/TE**

Year	2011	2012	2013	2014	2015	2016	Average
BAZNAS	0.82	0.98	1.06	1.01	1.20	1.10	0.97
	2017	2018	2019	2020	2021	2022	
	0.95	0.65	0.98	1.00	0.99	0.94	
Year	2011	2012	2013	2014	2015	2016	Average
Dompot Dhuafa	1.34	1.20	1.07	0.97	1.05	1.02	1.10
	2017	2018	2019	2020	2021	2022	
	1.12	1.17	0.98	1.16	1.06	1.03	

Source : Data processed (2024)

The percentage of costs that are derived from successfully collected monies from the fund collecting program is determined by calculating this ratio. Based on Sanders (2008) provisions, if the ratio result figure is above 1.0, it indicates that the funds collected exceed the expenditure costs (amount of distribution), conversely, if the figure is lower than 1.0, it means that the expenditure costs (amount of distribution) are greater than the funds successfully collected from the collection program.

The results of the ratio analysis in the above table show that, while BAZNAS has an average ratio of 0.97, which indicates that the amount of money collected from the community through the collection program is less than the costs incurred, however, Dompot Dhuafa over a 12-year period obtained an average of 1.10, indicating that the expenditure costs from contribution funds, which include disbursed funds and institutional operational funds, are less than the costs collected from the community.



This graph demonstrates that during a 12-year period, BAZNAS's distribution exceeded the cash that Dompot Dhuafa was able to gather from the community, particularly between 2017 and 2022, even if the latter's distribution was larger overall based on the average ratio value. In contrast, Dompot

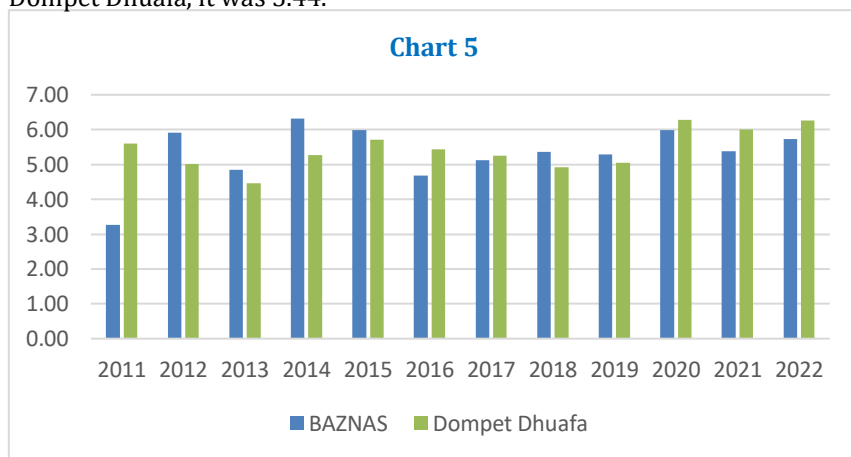
Dhuafa, a non-governmental Amil Zakat Institution, distributes 92% of the entire revenue it has received over the course of 12 years, which is normal as a private institution, where it is necessary to set aside some funds as savings to maintain the continuity of the institution, on the other hand, the amount of distribution they make can be greater than BAZNAS

**Table 8 TR/FE**

Year	2011	2012	2013	2014	2015	2016	Average
BAZNAS	3.26	5.91	4.85	6.32	5.99	4.68	
	2017	2018	2019	2020	2021	2022	5.32
	5.12	5.36	5.28	5.98	5.38	5.72	
Year	2011	2012	2013	2014	2015	2016	Average
Domp pet Dhuafa	5.60	5.02	4.45	5.27	5.71	5.43	
	2017	2018	2019	2020	2021	2022	5.44
	5.25	4.91	5.05	6.27	6.01	6.26	

Source : Data processed (2024)

This fundraising efficiency ratio aims to show how much revenue (collection) the Amil Zakat Institution can obtain compared to the operational costs of the collection process. According to Sanders (2008), it can be said to be positive if the value obtained is more than 1.0, which means that the total revenue collected is greater than the operational costs of the collection process. From the table above, it can be concluded that both Amil Zakat obtained a positive average; at BAZNAS, it was 5.32, and at Domp  
pet  
Dhuafa, it was 5.44.



It can be assumed that in the two Amil Zakat, the revenues from the monies collected are greater than the costs incurred. with details that earnings exceed expenses by five times.

**Table 9 Recapitulation of Financial Performance Ratios**

Formula Ratio	Amil Zakat Institutions	
	BAZNAS	Domp pet Dhuafa
TR / TA	2.76	0.91
(TR-TE) / TA	0.13	0.09
TC / TR	0.89	0.99
TC / TE	0.97	1.10
TR/ FE	5.32	5.44

Source : Data processed (2024)

It can be conclude that from the high results of the fiscal performance ratios compared to Domp  
pet  
Dhuafa (2.76 > 0.91 and 0.13 > 0.9) and the high financial management capabilities, which maximize the amount of funds distributed in accordance with what was collected from the funds that were successfully collected (the funds that were distributed were 0.91% higher than the ZIS funds that were successfully collected), BAZNAS is the best Amil Zakat Institution in the financial performance category. However, Domp  
pet  
Dhuafa outperforms BAZNAS in terms of the total amount of cash collected in 12 years; on average, they have collected 1.31% more than BAZNAS and the distribution is higher by 1.03% from BAZNAS.

## CONCLUSIONS

Based on the research results, the conclusion that can be drawn from this research is that, from the results of all financial performance ratios, both BAZNAS and Dompot Dhuafa institutions have good financial performance. However, BAZNAS has better financial performance than Dompot Dhuafa, but in terms of the amount of ZIS funds collected and distributed, Dompot Dhuafa is above BAZNAS.

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