Analysis of Financial Performance Measurement Models for Zakat Institutions

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ABSTRACT

This research aims to identify and analyze the financial performance measurement model of zakat institutions. This research uses qualitative methods, a literature study approach, and descriptive analysis. The data source comes from Google Scholar. Literature data was obtained by searching for keywords on Google and the publish or perist application. The research results show that there are five performance measurement models in Zakat financial institutions consisting of Data Envelopment Analysis (DEA), Zakat Management Organization Ratio (OPZ), Indonesian Magnificence of Zakat (IMZ), International Standard of Zakat Management (ISZM), and Balance Scorecard. The research results also found that each measurement model has its characteristics with different measurement methods. Zakat supervisory authority institutions and researchers can use five performance measurement models in Zakat financial institutions.

Keywords: financial performance, measurement models, zakat management, Indonesia.

INTRODUCTION

Indonesia has the largest Muslim population (Choi, 1996). Based on data from The Royal Islamic Strategic Studies Center (RISSC) or MABDA in its report entitled "Muslim 500", the total population of Indonesia who are Muslim is 231.06 million people. The proportion of the Muslim population in Indonesia reaches 87% (Bahri et al., 2021) and is in 35th place in the world (Databoxs, 2021). According to many researchers, e.g. (Akbar & Zen, 2022; Hamzah et al., 2023; Khumaini et al., 2022; Mahendra et al., 2021; Rosalina & Bahri, 2022), to improve the welfare of the Muslim community, Islam has instruments of zakat, infaq and alms. As an illustration, zakat is an obligation, while infaq and alms are sunnah practices (Firdaus & Ahmad, 2023; Renata & Afrimaigus, 2022).
In line with the country of Indonesia, where the majority of the population is Muslim, Islam has a solution, one of which is zakat, infaq and alms to alleviate poverty (Adiwijaya & Suprianto, 2020; Mursal et al., 2023; Rodzi et al., 2013). So, in this country, there is a need for government cooperation with an institution that collects, distributes and manages the zakat issued by Muzakki to be given to those who are entitled to it equally (Alam, 2018; Susila, 2018). Law No. 23 of 2011 concerning Zakat Management article 1 paragraph 2 states that zakat is a property that must be expended by a Muslim or business entity to be given to those entitled to receive it by the sharia taught in Islam.

The potential for zakat receipts in Indonesia has continued to increase since 2017. Based on data from the National Zakat Amil Agency (BAZNAS), in 2021, Indonesia's potential zakat receipts will be IDR 327.6 trillion (BAZNAS Center for Strategic Studies, 2021). However, in reality, this potential has yet to be fully realized. However, in 2017-2020, there continues to be a gap between the realization and potential of zakat itself. In 2019, the potential for zakat was 233.6 trillion, while the realization was only 10.2 trillion (IDX Chanel, 2021). In 2020, the potential for zakat reached 327 trillion, while the realization was only 71.4 trillion (BAZNAS Center for Strategic Studies, 2021).

One of the causes of which is the large gap and also the fact that zakat institutions are not optimal in measuring their financial performance (Akbulut, 2010). When a zakat institution still needs to manage and collect existing zakat potential, this happens because the performance of the zakat institution is less efficient. The performance of a zakat institution can be seen by how efficiently the institution manages existing resources, which can be seen from the report. The institution's financials have been published. The performance of a zakat institution is essential to know how efficient an institution is in managing existing funds and carrying out its programs in the context of humanity (WZF & IMZ, 2017).

Zakat institutions in Indonesia consist of BAZNAS and LAZ (Widodo & Kustiawan, 2001). The government formed BAZNAS, while the community formed LAZ. If you look at the financial reports, BAZNAS, from year to year, has a lot of remaining balance from Zakat receipts that have yet to be distributed to those in need. It happened because the number of zakat recipients increased, but the amount of zakat distribution did not increase. In 2016-2020, zakat receipts at BAZNAS increased rapidly, and the amount of zakat fund balances accompanied by the distribution of zakat funds also increased. However, there were still many zakat fund balances that still needed to be distributed.

### Table 1. Zakat Receipt and Distribution for the 2017-2020 Period

<table>
<thead>
<tr>
<th>Year</th>
<th>Receipt (IDR)</th>
<th>Distribution (IDR)</th>
<th>Total Balance (IDR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>97,637,657,910</td>
<td>67,727,019,807</td>
<td>75,199,989,458</td>
</tr>
<tr>
<td>2017</td>
<td>138,096,290,551</td>
<td>118,071,046,770</td>
<td>95,225,233,239</td>
</tr>
<tr>
<td>2018</td>
<td>153,153,229,174</td>
<td>191,966,485,358</td>
<td>56,411,977,055</td>
</tr>
<tr>
<td>2019</td>
<td>248,342,677,327</td>
<td>225,702,309,429</td>
<td>79,052,118,688</td>
</tr>
<tr>
<td>2020</td>
<td>305,347,256,942</td>
<td>290,141,453,285</td>
<td>93,691,181,845</td>
</tr>
</tbody>
</table>

The distribution and receipt of zakat are said to be efficient when the more minor the balance of funds owned by a zakat institution, which means that the zakat received is distributed and utilized correctly, so that the smaller the balance of funds owned by a zakat institution, the more efficient the zakat institution is in managing existing funds, which means that the zakat funds received are channelled and utilized correctly, with programs created and non-programs.

In reality, the growth of zakat has yet to be matched by an increase in the efficiency and effectiveness of the performance of zakat institutions within it. There are still several problems and challenges that must be faced to improve national zakat, such as the poor quality and quantity of Human Resources (HR) for zakat, the uneven performance of OPZs, the lack of structuring of zakat systems and institutions, and the lack of studies, research and integration of national zakat data (Baznas, 2017).

If we look at the potential and tasks of zakat institutions, which have been explained as being very complex, the performance of zakat institutions must receive special attention (Soleh, 2019). Zakat institutions need tools to measure their performance in carrying out their operations. Financial measurement of zakat institutions is essential in an institution or company. Apart from being used to measure the success achievements of an institution or company, financial performance measurement is also used as a basis for evaluating the work results of a company from the previous period.

Measuring financial performance needs special attention from an organization or company, including non-profit institutions such as Zakat management institutions such as the Amil Zakat Agency (BAZNAS) or the Amil Zakat Institution (LAZ). In measuring the financial performance of zakat institutions, whether BAZNAS or LAZNAS, performance measurement models can be used, including DEA (Data et al. Organization Ratio (OPZ), Indonesian Magnificence of Zakat (IMZ), International Standard of Zakat Management (ISZM) and Balance Scorecard. This research will explain the research model mentioned above. Therefore, the researcher will explain the performance measurement model of Zakat institutions and give the title "Financial Performance Measurement Model for Zakat Institutions". This research will focus on the seven research models mentioned.

METHOD

This type of research uses qualitative methodology. Creswell (2014) explains that qualitative research methods have a different approach to quantitative research methods. The type of data used in writing this paper is secondary data; the data sources used are from websites and journals related to the theme of this paper. In this research, library research was used. According to several researchers, e.g. Bahri & Al Faruqy (2023), Jaharuddin & Sadiq (2023), and Sjaiful (2023), literature studies can take and study existing literature from various sources such as journals, articles, books, websites, and others related to research.

RESULT AND DISCUSSION
Article Identification Results

The data source comes from Google Scholar which was selected using the keywords DEA financial performance in Indonesian (Data Envelopment Analysis, the financial performance of the Zakat Management Organization Ratio (OPZ), the financial performance of the Indonesian Magnificence of Zakat (IMZ), the financial performance of the International Standard of Zakat Management (ISZM) and Balance Scorecard financial performance.

Table 2. Results from Identification of Articles on Financial Performance of Zakat Management Institutions

<table>
<thead>
<tr>
<th>No</th>
<th>Measurement Model</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Data Envelopment Analysis (DEA)</td>
<td>Sidang &amp; Feriyyanto (2021), Saham &amp; Hadinata (1997), Business Management Laboratory (2019), and Burhanudin &amp; Indrarini (2020)</td>
</tr>
<tr>
<td>2</td>
<td>Ratio of Zakat Management Organizations (OPZ)</td>
<td>Puskas (2019) and Burhanudin &amp; Indrarini (2020), Bahri et al. (2017), and Winarto &amp; Annisa (2020)</td>
</tr>
<tr>
<td>3</td>
<td>Indonesian Magnificence of Zakat (IMZ)</td>
<td>PEBS-FEUI &amp; IMZ (2010), Ardani et al. (2019), and Yuanta (2013)</td>
</tr>
<tr>
<td>5</td>
<td>Balanced Scorecard</td>
<td>Robert &amp; Nurton (1996), Sutawijaya &amp; Lestari (2009), and Gunawan &amp; Malik (2021)</td>
</tr>
</tbody>
</table>

Source: processed from various sources.

Results of Model Identification

The zakat institution performance measurement model is a tool used by institutions or organizations that process zakat funds to measure the institution's performance to what extent so that it can be used as a reference or performance evaluation to become a better institution for the coming period. To measure the performance of zakat institutions, used include Data Envelopment Analysis (DEA), Zakat Management Organization Ratio (OPZ), Indonesia Magnificence of Zakat (IMZ), International Standard of Zakat Management (ISZM) and Balance Scorecard.

First, Data Development Analysis (DEA). Data Development Analysis (DEA) was introduced in 1978 by Charnes, Cooper and Rhodes. DEA is a non-parametric approach method that was previously a form of linear programming (LP) development; the DEA method is a tool to measure the performance of an institution or organization's data decision-making unit (DMU). DEA functions as an assessment of efficiency in processing resources (Input) of the same type to achieve results (output) to maximize efficiency (Siswadi & Purwantoro, 2006).

According to Sitompul (2020), DEA is a tool to assist in system or work unit activities. The evaluation is a relative evaluation of the DMU with other DMUs in a system or organization. Then, this evaluation produces two or more work units whose
efficiency is 100%, which will be used as a comparison benchmark for work units in evaluating improvement steps. Data Envelopment Analysis (DEA) is the development of a linear program based on measuring the relative performance of a combination of 46 input and output units. DEA is a procedure specifically designed to measure the relative efficiency of a company that uses a lot of inputs and outputs, where combining these inputs and outputs cannot be done. The relative efficiency of a company is the efficiency of a company compared to other companies in the sample (a group of companies that are compared with each other) that use the same types of input and output. Data Envelopment Analysis (DEA) measures efficiency as follows: According to Sutawijaya & Lestari (2009), technical efficiency is measured by calculating the ratio between output and input.

\[ e_s = \frac{\sum_{t=1}^{m} u_i y_{is}}{\sum_{j=1}^{n} v_j x_{js}} \]

Keterangan:
Es = Efficiency
m = Observed output
n = Observed input
Yis = Number of 1st outputs produced
Xjs = The jth number of outputs produced
Ui = s x 1 sum of output weights
Vj = s x 1 number of input weights

The equation above shows one input variable and one output variable. According to Ivonella (2018), the Efficiency Ratio (RE) is then maximized with the following changes

\[ e_s = \frac{\sum_{t=1}^{m} u_i y_{is}}{\sum_{j=1}^{n} v_j x_{js}} \leq 1 : r = 1, \ldots, N \]

Where ui and vj ≥ 0, r is a ratio.

This DEA method has three measurement benefits: First, it is a benchmark for obtaining relative efficiency, which helps make comparisons between the same units easier. Second, various efficient information between Economic Activity Units (UKE) will be measured to identify the causal factors. Third, determine the policy implications so that they can increase the level of efficiency (Research Data, 2016).

Bahremand (2015) and Nguyen (2019) explain that according to Coelli et al. (2005), there are two Data Envelopment Analysis (DEA) models that are often used in the DEA approach, namely the Charnes, Cooper, and Roodes (CCR) model and the Banker model, Charnes, and Cooper (BCC). This CCR model was developed by Charnes, Cooper, and Roodes in 1978. The DEA model with this assumption means that if there is an increase in input by n times, the output will also increase by n times; in other words, it has a ratio of less than one or equal to one, or it can also be called the Constant Return to Scale.
(CRS) assumption. Another assumption used in this model is that each company under observation (DMU) is operating at an optimal scale. Efficiency with the CRS assumption is also called overall efficiency (Overall et al. / OTE), namely technical and scale efficiency.

The BCC model was developed by Banker, Charnes, and Cooper in 1984. They said that competition and financial constraints could prevent a company from operating at its optimal scale. To overcome this problem, they proposed the Variable Return to Scale (VRS) assumption. This VRS model assumes that every addition of one unit of input by n times does not necessarily mean adding one unit of output; the additional output can be greater than one or less than one. This model assumes that the ratio between additional input and output is different (ReturnTo et al.), meaning that adding input by x times will not cause output to increase x times. It could be smaller or larger, so the company still needs to operate at an optimal scale.

If the input used can produce a greater output, it is called Increasing Return to Scale (IRS). If the input produces a smaller output, it is called Decreasing Return to Scale (DRS). The efficiency calculated with 50 VRS assumptions is called pure technical efficiency (PTE). An efficient DMU that fits this model is often called technically efficient. Apart from the two models above, several studies have changed the technical efficiency (TE) score from CRS DEA into two components, namely: first, referring to overall efficiency, while second, referring to pure technical efficiency. It can be done by calculating CRS and VRS on the same data. If there is a difference between the two TE scores from DMU, this will indicate that DMU has scale efficiency.

DEA method work steps: First, identify the DMU to be observed. Second, identify the inputs and outputs that make up the DMU. Second, calculate the efficiency of each DMU to achieve optimal target input and output. The efficiency calculation is done by translating it into a systematic form (linear program) and then solving it using the simplex method. Third is the financial ratio of the Zakat Management Organization (OPZ). OPZ's accountability as the Trustee of ZIS (Zakat et al.) funds is essential in managing zakat amil institutions in Indonesia. Each OPZ is required to prepare financial reports by PSAK No. 109 concerning Accounting for Zakat, Infaq and Shodaqoh. The Amil Zakat financial report aims to provide information regarding reporting on the collection, distribution and utilization of ZIS and other religious social funds, which is helpful in decision-making and as a tool for evaluating managerial and organizational performance (Winarto & Annisa, 2020).

The level of performance, health and sustainability of the Zakay/OPZ management organization needs to be measured and analyzed. One of the tools used to measure the financial performance of Zaka management organizations is analyzing financial reports using financial ratios. The National Zakat Agency (BAZNAS), which supervises zakat management in Indonesia, is tasked with collecting, reviewing and analyzing the performance of zakat institutions by the zakat core principle - Supervisory Reporting. Measuring the financial performance of existing zakat institutions still uses one ratio, namely measurement using one ratio, namely the Allocation to Collection Ratio (ACR),
which is in the zakat core principle. Because of this, zakat institutions need to develop financial ratios that can measure the performance of zakat institutions (BAZNAS Center for Strategic Studies, 2019).

Preparing financial ratios for zakat institutions needs to pay attention to the unique characteristics of OPZ because zakat institutions are different from sharia banking even though they have the same function, namely as an intermediary. In preparing the ratio, it is necessary to adjust the formula to form the financial ratios of zakat institutions because, in zakat institutions, zakat rules must take priority (BAZNAS Center for Strategic Studies, 2019). Based on existing problems, the BAZNAS Center for Strategic Studies (2019) developed a model for measuring the financial performance of zakat institutions, namely the OPZ financial ratio, the aim of which is to measure the performance of zakat institutions and also pay attention to the suitability of the performance of zakat institutions. The financial ratios of zakat institutions are divided into 5: activity ratio, efficiency ratio, mail fund ratio, liquidity ratio and growth ratio.

First, the activity ratio is divided into 9, namely, Allocation to Collection Ratio (ACR), zakat turnover ratio, average of days zakah outstanding, ZIS turnover ratio, average of days ZIS outstanding, distribution debt ratio, time required for realization distribution receivables, activity down payment ratio, zakat assets under management ratio. Second, the efficiency ratio consists of the collection, operational, and human capital expense ratios.

Third, the amil fund ratio, consisting of the ratio of amil rights to ZIS (ratio of amil rights to zakat and the ratio of amil hamil infaq/alsms) and the ratio of amil rights to CSR. Fourth, the liquidity ratio consists of the current ratio, quick ratio/acid test ratio, cash to zakat ratio, and cash to ZIS ratio. Fifth is the growth ratio, consisting of growth of zakah, growth of allocation, and growth of operational expense. BAZNAS Center for Strategic Studies (2019). In assessing OPZ performance, measurement and analysis using the ratios above is very important because, with these ratios, OPZ can make policy decisions regarding the development of zakat governance so that it becomes more focused.

The third model is the Indonesia Magnificence of Zakat (IMZ). Indonesia Magnificence of Zakat or IMZ is a constitutional institution for the empowerment and management of non-profit organizations that operate in training, consultation, and mentoring, as well as advocacy research in the fields of zakat, poverty, and empowerment. Every year (starting in 2010), IMZ routinely researches zakat and publishes it in an Indonesian Zakat and Development Report (IZDR) book. One research was carried out regarding the Performance of Zakat Management Organizations (OPZ) (Supriyatin, 2017).

The book was then published by IMZ in 2010 to measure the performance of zakat management organizations. The book's content is that to measure OPZ performance, 19 performance indicators are used, and these indicators are grouped into five components to assess OPZ performance comprehensively. These components include, First, Sharia Compliance Performance, assessment of related organizations: Sharia Supervisory Board (DPS), vision and mission, organizational structure, employee education level, regular
training programs and percentage of full-time employees. Second, performance management, related organizational assessments: Standard Operating Procedures (SOP), strategic plans and amil performance assessments.


Determining the financial performance of zakat institutions using IMZ is first done by determining the financial reports. The financial reports used as assessment criteria include audit reports, providing the latest financial reports of zakat institutions and providing access to financial reports of zakat institutions for the public for transparency. Second, financial efficiency is measured by the operational expense ratio, namely, total operational costs divided by the total use of funds outside salaries for Amil. The more efficient the Zakat institution manages its operational costs, the better its performance.

Third, measuring organizational capacity by 1) primary revenue ratio is the total receipt of zakat funds divided by the total receipt of Infaq and Alms funds; 2) primary revenue growth is the growth in receipt of special zakat funds from the previous year to the current year; 3) program expenses ratio is expenses for program financing divided by total expenses; 4) program expense growth is the growth in expenditure for program financing from the previous year to the current year. (Yuanta, 2013)

The fourth model is the International Standard of Zakat Management (ISZM). The International Standard of Zakat Management (ISZM) is a standard for assessing a zakat institution’s performance so that the capability level of the zakat management of these institutions can be determined (Standard & Wzf-iszm, 2015). Inequality in society is a big problem throughout the world, including Indonesia. Many data show that the gap between the rich and the poor is increasing and is becoming a big problem for the government.

Word Zakat Forum, an association of zakat institutions worldwide and international Sharia economic experts 2015, formed international guidelines for assessing and comparing zakat institutions that all countries can use. Its formation aims to encourage the zakat movement and develop the best zakat. Apart from that, the aim of establishing these guidelines is to strengthen ties of brotherhood between world zakat institutions; with this development, it is hoped that it will increase poverty alleviation in the future. ISZM exists to measure the performance of zakat institutions throughout the world. ISZM has a goal, namely, first, to act as a guide for zakat management. Second, it acts as a measuring tool to assess the quality of zakat management. Third, it acts as a fundamental norm for comparing the level of quality between one zakat organization and other zakat organizations.

The scope of aspects assessed by the ISZM method is sharia and regulatory compliance, leadership, collections, finance, disbursement and system management.
Measuring the performance of zakat institutions is measuring efficiency and capacity (Standard & WZF-ISZM, 2015). The ISZM measuring instrument was used to measure the financial performance of zakat institutions by first measuring their efficiency. A zakat institution is said to be efficient when the institution incurs minimal costs to collect funds and must align with the zakat institution's service program. The program expense ratio, operational expense ratio, collection expense ratio and collection efficiency measure the efficiency component. Second, measuring the capacity of zakat institutions is necessary to determine how far the sustainability and services of zakat institutions are and how zakat institutions maintain them (PEBS-FEUI & IMZ, 2010). The capacity component consists of the fund revenue ratio, program expense growth ratio and working capital ratio.

The fifth model is Balanced Scorecard. According to Robert & Nurton (1996), the Balanced Scorecard is a tool for measuring executive performance, which requires a comprehensive measure with four perspectives: the financial perspective, customer perspective, internal business perspective, and growth and learning perspective. Balanced Scorecard is an approach to strategic management developed in 1990 by Robert & Nurton (1996) of Harvard Business School. The meaning of a balanced scorecard comes from two words: balanced, which means there is a balance between non-financial, long and short-term performance and internal and external performance. Meanwhile, in finance, a scorecard means a score card can be used to plan the score you want to achieve in the future.

According to Robert & Nurton (1996), the Balanced Scorecard is a tool for measuring executive performance, which requires a comprehensive measure with four perspectives: the financial perspective, customer perspective, internal business perspective, and growth and learning perspective. The development of the Balanced Scorecard measurement method has helped companies become successful in achieving their goals. This measurement method has several advantages that only this method has and does not exist in other measurement methods. Other methods only focus on organizational performance in the financial sector, but this method plays a role in organizational progress. The Balance Scorecard method has four measuring perspectives: financial, customer, internal business processes and growth learning. Compared to other methods, the advantage of this method is that the Balanced Scorecard can produce strategic plans in a strategic planning system. The characteristics of this method are comprehensive, coherent, balanced and measurable.

There are several steps in implementing the Balance Scorecard method. The first is to identify the required data. Next, determine information technology to simplify the Balance Scorecard process and do it in stages. Second, build a comprehensive scorecard. Initially, the Balance Scorecard was created at the organizational level. Then, it was translated into the Balance Scorecard for organizational units, the departmental Balance Scorecard and finally, the Balance Scorecard for individuals or teams. The three existing data are used for evaluation and improvement. In this third stage, information flows from individuals or teams to departments and then to the organization as a gathering place for all information (Robert & Nurton, 1996).
The Balance Scorecard measurement of zakat organizations is carried out by analyzing data from the specified zakat organization and then calculating the numbers from each perspective. The perspectives of the Balanced Scorecard are the financial, customer, internal business process, and learning and growth perspectives. Performance from a financial perspective is measured by comparing the achievement of the institution's financial strategic targets with predetermined targets. This measurement aims to determine a company's performance from a financial perspective. The institutional performance indicators are measured by calculating the institutional acceptance rate in a particular year.

Realization of Acceptance

Formula: \[ \frac{\text{Achievement}}{\text{Target Acceptance}} \times 100\% \]

Apart from that, financial performance is also measured by comparing the realization of revenues and expenditures in the current year with the previous year.

Analysis of Advantages and Disadvantages

<table>
<thead>
<tr>
<th>No</th>
<th>Measurement Model</th>
<th>Excess</th>
<th>Lack</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Data Emvolopment Analysis (DEA)</td>
<td>1. Can measure the relative efficiency of similar DMUs that use a lot of input and output. 2. DMUs can be compared directly with their peers. 3. Input and output have different units of measurement. As in research that has input (X1) in 51-person units. Meanwhile, the output (X2) is in the number of values. This efficiency measurement can be done without changing the units of the two existing variables.</td>
<td>1. This is an extreme point technique, meaning measurement errors can have significant consequences. 2. DEA only measures the relative efficiency of DMUs, showing how good and evil a DMU is compared to similar DMUs. DEA does not measure absolute efficiency. 3. DEA is a non-parametric technique, so systematic hypothesis testing is challenging.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Financial performance measurement can be focused because this ratio only measures financial performance. 2. Data access is easy, and measurements do not cost money because they use secondary data.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
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<td></td>
</tr>
<tr>
<td>2</td>
<td>OPZ Ratio</td>
<td>The measurement only focuses on internal because it only uses financial reports to collect the data.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>IMZ</td>
<td>1. Measurements are only focused within the Zakat institution; there is no measurement of conditions outside the institution or field conditions. 1. Can assess OPZ performance comprehensively because this measurement measures the performance of 5 components, namely sharia compliance performance, management performance, financial performance, economic utilization performance and social legitimacy performance. 2. Data access is easy, and measurements are affordable because they use secondary data.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>ISZM</td>
<td>1. Measurements are only focused within the Zakat institution; there is no measurement of conditions outside the institution or field conditions. 1. Assess the performance of OPZ's internal aspects. 2. It can be applied to all Zakat institutions and countries. 3. Data access is easy, and measurements are affordable because they use secondary data.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Balance Scorecard</td>
<td>1. Focusing only on institutional-related measurements does not describe conditions in the field. 1. Assess internal performance from various aspects of the organization. 2. Data access is easy, and measurements do not cost money because they use secondary data.</td>
<td></td>
</tr>
</tbody>
</table>

Source: results of researcher analysis (2023).
Based on Table 3, there are five models for measuring the financial performance of zakat institutions, namely Data Envelopment Analysis (DEA), Zakat Management Organization Ratio (OPZ), Indonesian Magnificence of Zakat (IMZ), International Standard of Zakat Management (ISZM) and Balance Scorecard. This measurement model can be used to realize accountability for the financial performance of zakat institutions, especially regarding financial performance. Sharia enterprise theory states that two forms of accountability need to be carried out by zakat management entities. The first responsibility is vertical to Allah SWT. The second is horizontal, carried out towards humans and the natural environment, such as muzak, the government and other stakeholders.

CONCLUSION

This research has identified and analyzed Zakat management institutions' financial performance measurement model. The results of this research have found five models for measuring the financial performance of zakat management institutions: Data Envelopment Analysis (DEA), Zakat Management Organization Ratio (OPZ), Indonesian Magnificence of Zakat (IMZ), International Standard of Zakat Management (ISZM), and Balance Scorecard. In the future, it is hoped that development research can be carried out on models for measuring the financial performance of zakat institutions. Zakat supervisory authority institutions and researchers can use five performance measurement models in Zakat financial institutions.

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