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THE EFFECT OF AMIL FUNDS, SIZE OF AMIL ZAKAT AND THE NUMBER OF OFFICES TO AMIL ZAKAT'S PERFORMANCE

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Abstract: *This paper examines whether internal factors of amil zakat such as amil fund, size of amil zakat, and number of offices would affect financial performance measured by total fund collected. We run pool data OLS with 41 observations of 10 Amil Zakat in Indonesia from 2010 to 2019. We find evidence that the increase of Amil fund would increase the financial performance of amil zakat. However, the size of amil zakat only has a marginal effect on financial performance on amil zakat. At the same time, number of offices doesn't have an impact on financial performance.*

Keywords: *Financial performance, amil fund, size of amil zakat, and the number of offices.*

INTRODUCTION

Our paper investigates whether amil zakat's internal factors such as amil fund, size of amil zakat, and the number of offices might affect amil zakat's performance. We use collected funds as a measure for performance and improve A Risanda et al. (2018) study with more sufficient observations and additional variables. We develop our model based on conceptual amil zakat's business process.

Our motivation for this research is based on theoretical and practical aspects of performance research. Firstly, non-profit motive organizations such as the Amil Zakat (Zakat Agency) lack a suitable performance measure (Kaplan 2001), which encourages researchers to look further at the accuracy of the performance measures that have been used. Recently, the study of the performance of amil zakat using efficiency, productivity, and balance scorecard measure exposed. This new beginning of Amil Zakat's performance research provides us much room to explore and challenge us to research performance. Secondly, in practice, there only limited study available concern about amil zakat performance. Existing researches mostly referred to the efficiency of amil zakat (Ahmad & Main, 2014; Mubtadi & Susilowati, 2018; Al-Ayubi & Possumah, 2018; Rustyani & Rosyidi 2018; A Risanda et. Al., 2018) a few on productivity such us Rustyani & Rosyidi (2018) and A Risanda et. Al. (2018). The only study investigating factors of amil zakat's performance was A Risanda et al. (2018). Yet, their study was in doubt due to fewer observations in estimation. BAZNAS releases other existing performance measures are zakat indexes (IZN). However, these measures refer to measurements of the macro-level performance of local government rather than the performance of amil zakat (agencies) itself.

Zakat management bodies in Indonesia mainly has two forms of management, namely the Board of Zakat (BAZ, Badan Amil Zakat) and the Zakat Agency (LAZ, Lembaga Amil Zakat). Due to the different formation processes, BAZ is a semi-autonomous body formed by the government, and the community creates LAZ. In general, there are differences in management and related subjects in the management of zakat. These differences in properties also make performance measures and their influencing factors different.

This research is expected to underline performance measures for Zakat Agency (LAZ) and see the factors that influence financial performance from a quantitative perspective. We expect that stakeholders, both the government, amil zakat managers, and other people, can see factors that affect LAZ's performance better and make better fair views when they read the financial report of amil zakat. Furthermore, a better understanding of these factors may increase the reliance of stakeholders on amil zakat. And amil zakat managers might pay attention to factors that enhance or hinder performance.

From the background that has been previously described, in this study, we examine the factors that affect the performance of amil zakat. We improve A Risanda et al. (2018) productivity model with more sufficient observations and adding the number of offices variable in their model. The problem formulated in this study is whether factors such as amil funds, size of amil zakat, and number of offices affect the financial performance of amil zakat in Indonesia.

LITERATURE REVIEW

Zakat

Zakat is one of the obligatory expenses of a Muslim. This expenditure is divided into 3 types, namely zakat, infaq and shodaqah. All three were issued by Muslims in showing their faith that he was a believing Muslim. Zakat is mandatory with the provision that the amount issued is calculated based on the amount of income and recipients who have also been determined, zakat also recognizes the payment period. Infaq is voluntary, in terms of the amount of Infaq, the type of Infaq, recipients of Infaq, as well as when the Infaq must be issued. Even though it is voluntary, infaq also has a priority scale when it is issued which Allah SWT judges is greater than other moments (Surah 57:10). While Sadaqah has a broader meaning than Zakat and Infaq. Because Sadaqah is an economic activity that can be replaced with worship activities, for Muslims who do not have economic capacity. Sadaqah is a voluntary expenditure intended for the poor. For the poor themselves, sadaqah can be replaced by reading SubhanAllah remembrance (tasbih), reading alhamdulillah (tahmid), and reading Allahu Akbar (Takbir) repeatedly.

By its nature, zakat is obligatory to follow the provisions governing the basis of what income must be paid for zakat, how much it is. For whom zakat is issued and when to give it. Zakat also has provisions regarding who can collect zakat. Requirements regarding zakat are regulated by the Qur'an and Sunnah, as well as the opinions of scholars. Meanwhile, the conditions regarding amil are formally regulated by the laws and regulations in force in Indonesia.

Zakat is obligatory based on the commandments of the Qur'an. In Attaubah's: 103 the function of zakat as an instrument of wealth purification. The obligation of zakat is also emphasized in hadith, where zakat is a pillar in Islam or something that must exist so that a person has the right to be called Muslim. The scholars also emphasized the obligation of zakat, among them Thabrani narrated from Ali Karamallahu wajhah, in the books of Al-Ausath and

As-Shoghir, that the Prophet Muhammad emphasized that Allah has obligated zakat for the rich so that they can expand their poor. Zakat is issued based on the income and wealth saved by a Muslim. Traditionally, sources of income whose zakat must be given include: 1) Gold and silver 2) Agricultural Products 3) Livestock 4) Commercial Zakat and Zakat Fitrah. Contemporary sharia expert Qaradhawy (2007) adds professional zakat as zakat that appears in the modern world that previously did not exist in classical times.

Amil Zakat's Performance Measure and Production Theory

Performance measurement is essential for stakeholders to evaluate the success of institutions. Business institutions have an excellent measure of describing this because there are performance measures such as earnings and stock returns (Kaplan 2001) that non-profit motive institutions do not have. Research of performance measures in the non-profit motive institutions, especially in amil zakat, is prematurely developing. This low development is because professionally managed amil zakat is newly formed, accompanying people's awareness to share their zakat for the needy. Indonesia's National Board of Zakat/BAZNAS (2016) has released the National Zakat Index (IZN) to measure zakat. However, this measurement is developed to review zakat achievement for macro-level in local government *area,* either district, province, or national, not for measuring achievement for micro-level such as community-based zakat agency (LAZ).

Previous research in zakat management institutions primarily used efficiency measures using the Data Enveloping Analysis method, first formulated by Farel (1957). Amil Zakat are coming under non-profit institutions, which explains why researchers and other stakeholders prefer efficiency and productivity to measure their performance. There is also a study that uses the production function measure with Stochastic Frontiers Analysis (SFA) following the Cobb Douglas production function with the receipt of zakat and its distribution as the dependent variable (A Risanda et al., 2018; Rustyani & Rosyidi, 2018). A Risanda et al. (2018) run a regression of financial performance of amil zakat to the operational expense and total assets based on Cobb Douglas production function. They find that both the operational expense and total assets positively affect financial performance, though the study has a weakness in research methodology for using only 15 observations in their estimation.

Production theory started in the study of Cobb and Douglas (1928), which explores physical production in manufacturing companies. They evaluate the refinement in the process and review its impact on the volume of production and changes in labor and raw materials. Aigner et al. (1977) study production function using stochastic frontier analysis. They formulate the production model:

$$y_i = f(x_i; \beta).TE \qquad (1)$$

Where y is the output of producer i, i=1…l, x is the vector of N Inputs used by producer i, $f(xi; \beta)$is the producer frontier, and TE is technical efficiency. TE is defined as the ratio of observed output to maximum feasible production. Adding the stochastic components that may explain shocks from external factors, TE may also be considered a stochastic component. If $f(xi; \beta)$ takes log-linear Cobb Douglas form, the model would be:

$$\ln y_i = \beta_0 + \beta_n \ln x_{ni} + v_i - u_i. \quad (2)$$

where $v_i - u_i$. are noise and error of efficiency component.

A Risanda et al. (2018) apply this model to investigate performance in their amil zakat study. Using Collected zakat as their dependent variable while operational expense and total asset act as independent variables, their model is written as follow:

$$\ln (\text{Performance}) = \beta_0 + \beta_1 \ln (\text{OprExpense}) + \beta_2 \ln (\text{Asset}) + v_i - u_i. \quad (3)$$

Stewardship Theory and Amil Zakat *Business* Process

Amil Zakat is a public entity, where BAZ may compromise all seven Bastian (2015) Public Institution's characteristics, but LAZ *not*. Bastian (2015) set these characteristic as follow 1) the goal is for the welfare of society 2) public service activities 3) Sources of Financing derived from public funds 4) Responsible to society through House of Representatives 5) Organizational Culture Is bureaucratic, formal and tiered. 6) Budget Preparation prepared with the community and 7) Stakeholders can be specified as Indonesian society etc. it is debated that LAZ follows points 4, 5, and 6. However, it is challenging to set up new characteristics of public institutions or new regulation amil zakat. We left this for future discussion. As a public institution, Amil Zakat may follow stewardship where managers may be left alone to choose a public interest in all his decisions above all his. Fadilah et al. (2017) state in their study that amil zakat has an intermediary role in transferring welfare from part of societies to other parts of societies. Managers act as a steward who manages all entrusted asset to serve as much as possible public interest.

Like other public organizations, the nature of amil zakat's *business* is a non-profit motive. The primary purpose of build this institution is to share the partial wealth of the wealthiest with the needy. It holds *philanthropy* tasks of the more affluent to share them directly or through the appropriate program to the needy. In Indonesia, the duties of amil zakat described in Indonesian Law no 23 the Year 2011 chapter III about Zakat Management as collecting, distribution, empowering, and reporting. In line with this, Fadilah et al. (2017) explain that amil zakat's tasks are collecting, distributing, empowering, and reporting, and underlining the arising of professionality of current amil zakat apply modern management principles, leaving voluntarily nature of non-profit motive organizations.

The task of amil zakat has a particular long-period solid process because they are not built for a temporary purpose. This process started initially with forming a team. This team is legally set under specific organizations in Indonesia; it is either Badan Amil Zakat (BAZ) or Lembaga Amil Zakat (LAZ) (Law no 23 the Year 2011). Then this team would find a place to settle or, in other words, an office to work in that it could be just rented at the first time or borrowed. This team/amil would use any instruments to optimize its ability to collect funds, whether zakat, infaq, shadaqoh, etc. Tools might have broad spectrums from simple flyers, training centers, health services, or schools that employ many supporting personals. The broader their services, the more possibilities to collect more funds from donators. Fadilah et al. (2017) explain that empowering services may consist of two main category consumptive or productive services. Health services, schools, and social services come under wasteful services, while micro and small business empowerment and community empowerment are part of

productive services. Amil Zakat may recruit volunteers for supporting personals for collecting fund purposes from their donators.

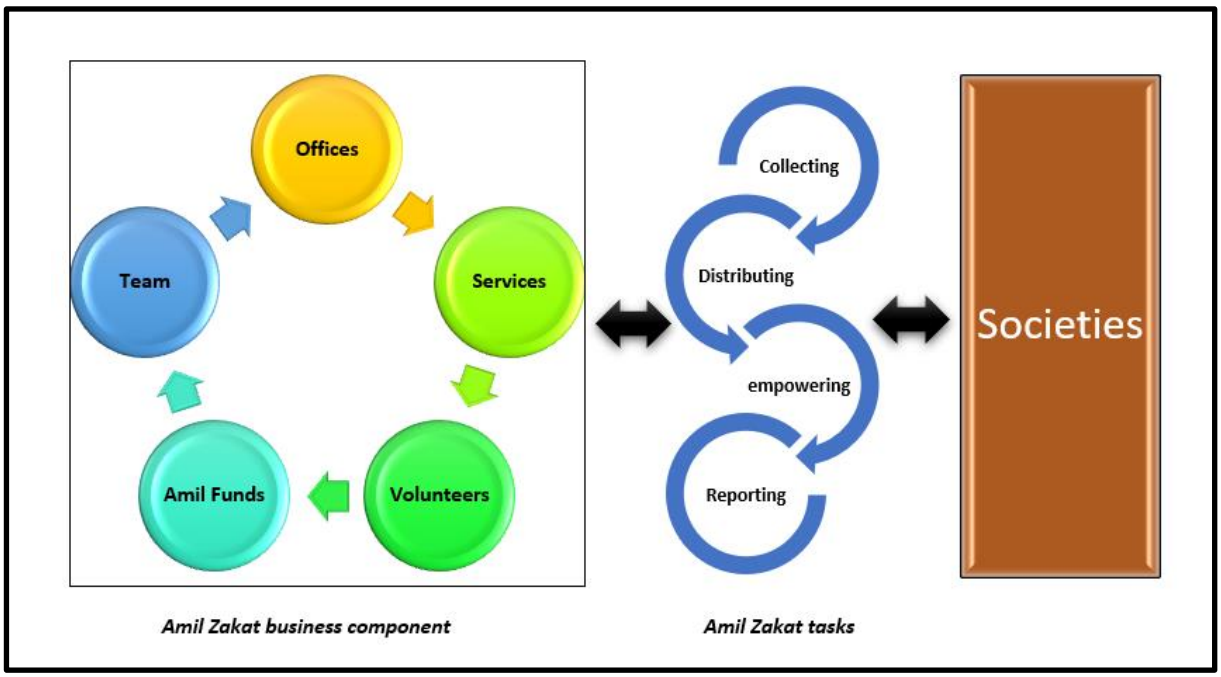


Figure 1. Amil Zakat *business* process.

Previous Research in Amil Zakat Performance

The performance variable with efficiency uses the ratio of input and output produced by zakat institutions. Performance variables that have been used in previous studies are as follows: Efficiency Measures: Distribution Efficiency (Mubtadi & Susilowati, 2018; Al-Ayubi et al. 2018; Rustyani & Rosyidi, 2018), technical efficiency (Risanda et al., 2018; Al-Ayubi et al. (2018) and Measures of productivity by Rustyani & Rosyidi (2018).

The number of input and output variables used shows the diversity of efficiency measures used by previous studies. The use of this variable may be subjective, with user preferences as the primary consideration. On the other hand, from the above research Mubtadi and Susilowati and Risanda et al. (2018) also conducted a regression test with the dependent variable Zakat collection and efficiency. Still, the results were in doubt due to methodological limitations where Mubtadi and Susilowati (2018) only used 20 observations, and Risanda et al. (2018) only used 15 observations whose results might be biased.

Tabel 1. The variable used in previous research.

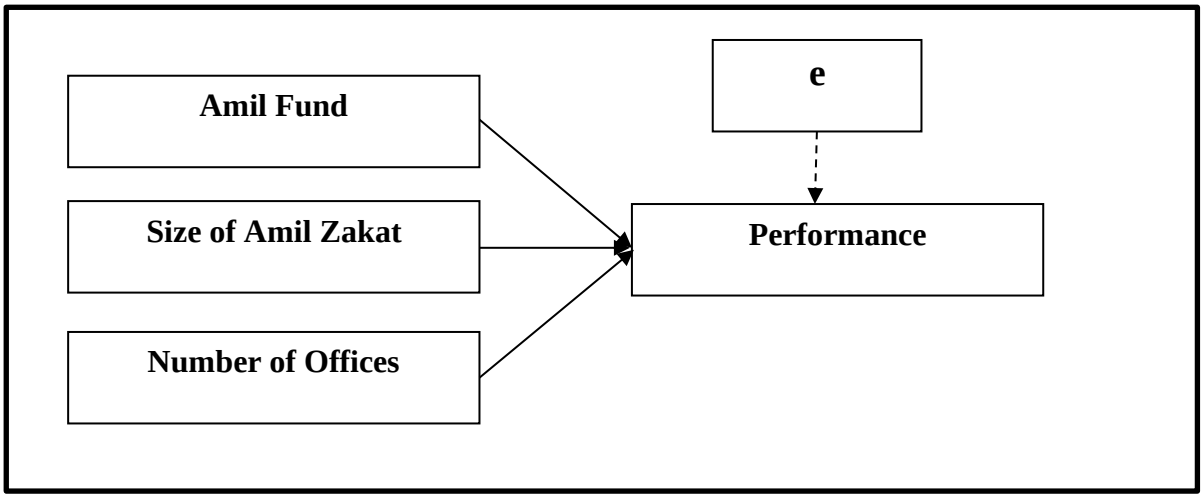
Author(s)	Input (independen)	Output	Variabel
Mubtadi & Susilowati (2018)	Collection of Zakat	Distribution of Zakat	Distribution Efficiency
	Zakat Cost	Distribution of Zakat	Cost Efficiency
	Time	Distribution of Zakat	Time Efficiency
A Risanda et al. (2018)	Collection of Zakat	Distribution of Zakat	Technical Efficiency
	Operational Expense, Total asset	Collection of Zakat	Productivity
	Collection of Zakat	Distribution of Zakat	Efficiency

Rustyani & Rosyidi (2018)	Biaya Zakat Dana Amil	Total Aset	Productivity
Al-Ayubi et al (2018)	number of volunteers	Collection of Zakat	Distribution Efficiency
	number of Amil	Consumptive Distribution of Zakat	Technical Efficiency
	Sosialisation Cost Salary Operational Cost Number of offices	Productive Distribution of Zakat	Total Efficiency

Framework and Research Model

Rustyani and Rosyidi (2018) explain that the distribution of funds will be affected by the number of costs incurred and the amount received by amil zakat. Meanwhile, the distribution of funds will be influenced by the amount of zakat collected by amil zakat (LAZ) so that the zakat collected will also be affected by the number of operational costs and the amount received by amil. Apart from these two factors, Al-Ayubi et al. (2018) Adding the number of volunteers and the number of offices as factors affecting the output of amil zakat(LAZ). Following A Risanda (2018), we use the Cobb Douglas production function and expanding it based on amil zakat business process. the data availability allowing us to only include three variables in our research framework as follow:

Gambar 1. Framework and research model



We built our framework based on amil zakat business process, which comprises a team of amil, offices, services, volunteers, and amil fund. However, due to the limited availability of data, we only include amil funds as operational expenses. Size represents the size of the organization and number of offices employed.

HYPOTHESIS DEVELOPMENTS

Effect of amil fund to financial performance

Companies or profit motive institution would measure their financial performance with financial measures and financial ratios (Harahap, 2018). That's how they evaluate how effective the use of their capital. Thus, they use the current ratio, working capital, as the

availability of their resources to fund their operation. Amil fund represents the effort of amil from a quantitative perspective. Using the operational expense, A Risanda et al. (2018) provide evidence that amil fund positively affects the collected zakat fund. So, we expect the higher the Amil fund, the more fund collected.

Effect of size to financial performance.

Size represents the size of amil zakat—the bigger of amil zakat, the more capability of amil zakat to collect more funds. Bigger of amil zakat would have more assets or more instruments to reach more donators. Size has a positive effect on financial performance (Abbas et al., 2013). A Risanda et al. (2018) find that size amil zakat also followed the increase of receipt of zakat. So, we expect size would have a positive effect on financial performance.

Effect of number of offices to financial performance.

In reaching wider donators, amil zakat may open more branch offices or services to connect to more donors and receivers. So, we expect more funds collected through more branches and services. Thus, we hope the number of offices would have positives effect on financial performance.

Research Hypothesis

Based on the literature review, previous research well as the framework and research model above, the hypothesis of this study is as follows:

H1: Amil Fund has a positive effect on LAZ zakat collection.

H2: The size of LAZ has a positive effect on LAZ zakat collection.

H3: Number of offices partially influences the collection of zakat LAZ.

Research Metode

This research uses quantitative methods using OLS regression. We analyze the estimation using E-Views software and evaluate the regression requirement such as normality with Jarque-Berra, and multicollinearity with Spearman Correlation table. Variables to be examined in this study are the Amil Funds, the Size of LAZ and the Number of Offices, as well as the Total Fund Collected.

Research Data and sample

The data used are revenue, amil funds, number of offices, and total assets, from 2010 to 2019. data on revenue, amil funds, and total assets are collected from financial reports published by the amil zakat institution on the LAZ website. Each session has a different number of observations from 1 observation to 6 years of observation, with a total of 41 observations after reducing outlier data.

Research Subject

As for the subject/research, is LAZ by looking at the generality of operational similarities and the same essential management. The focus of Quantitative Testing at LAZ at the national level using data from 2010-2019.

Data Analysis Method

Data analysis was carried out quantitatively using OLS regression testing, beginning with the classical assumption test (Gujarati, 2009), which consists of a normality test, a correlation test, and a test of determination. The basic model of LAZ performance measurement is as follows:

$$\textbf{Performance} = \beta_0 + \beta_1\textbf{AmilFund} + \beta_2\textbf{Size} + \beta_3\textbf{Office} + \textbf{e} \quad (4)$$

Where:

Performance = Financial Performance, which is measured by the total log of Total funds collected

β_0 = Constant

AmilFund = Amil funds distributed / used are measured by log data of amil distribution

Size = LAZ size, measured by the log of total assets

Office = number of offices c, measured by the log of the number of branch offices, service units and centers

e = error

Operational Variables

Our dependent variable is Performance, measured by a log of total funds collected, consisting of zakat fund, infaq, sadaqah, and all other funds collected. Different from A Risanda, which used only Receipt Zakat fund and Distribution of Zakat Fund. We only use the total fund collected, not the fund's distribution, due to the more objective nature of the collected fund than the distribution.

Our Independent variables are Amil Fund, the Size of Amil Zakat, and the number of amil zakat offices. It wasn't possible to add the number of amil and number of volunteers in our model due to a pandemic that limits collecting more data. We measured Amil Fund with the log of the total distribution of amil fund. For the size of amil zakat, we measure it with the log of total assets. The final variable number of the office is estimated with the log of the number of amil zakat offices that cover the main office and all of the branch offices.

RESULT

Research Samples

The population of this study is the Authorized National LAZ which in 2019 amounted to 24 institutions. All 24 Authorized LAZs nationwide have their websites. However, from this number, there are 14 LAZ that has not included financial reports on their website services. LAZs have provided annual reports but have not provided financial statements, such as Yakesma and LAZMU.

This study uses a sample of LAZ at the national level, which publishes financial report data and annual reports on the internet. LAZ was chosen because of its competitive nature and more professional use of resources. LAZ at the national level also has a wide range of work fields, so that it requires many service units/branches to reach donors and beneficiaries of zakat. Each sample has a different number of observations, with a variation of 1 to 6 observations from 2010 to 2019.

Table 2. Research Sample

No	Criteria	Sample	obs
1	Authorized National LAZ	24	48
2	Not publish financial report in internet	(14)	-
3	sample	10	48
3	Outlier		(7)
4	Observations		41

To fulfill the ordinary least squares requirement, we remove seven outliers' observations from the data leaving 41 observations. This number is relatively small but has met the minimum number of observations.

Descriptive Statistic

Table 3. The descriptive statistics of the research data are shown in the table below:

Table 3. The Descriptive Statistics

	Mean	Max	Min	St. dev	Skewness
Performance	68,800	222,000	18,700	45,500	1.425
AmilFund	10,400	38,300	1,930	9,210	1.534
Size	43,900	189,000	7,070	44,000	1.930
Office	40.878	69.000	1	2.275	-0.346
Observations:	41				

Presented in a million, table 3 shows performance has collected Rp 68,800 million on average. It started at Rp 18,700 million minimum and reach Rp. 222,000 maximums. Amil Fund has Rp 10,400 million on average is a moderate expenditure for collecting funds at Rp 68,800 million on average. Office data have shown that 40.878 is the average amount for the office of LAZ, with a minimum one office reported by Baitumal Muamalat.

Correlation

The correlation table below shows that amil funds and the size of LAZ individually have a positive relationship to LAZ performance. However, the number of offices does not have a significant relationship with LAZ performance. The correlation between variable independence is significant only between amyl and LAZ size, but this relationship only has a coefficient of 0.496. This correlation means that independent variables are free from multicollinear relationships.

Table 4. Correlation

	Performance		Amil		Size	Office
Performance	1					
	-					
AmilFund	0.902	***	1			
	0		-			
Size	0.446	***	0.496	***	1	
	0.004		0.001		-	
Office	0.162		0.167		0.025	1
	0.311		0.298		0.877	-

Observations = 41

RESULT

We regress performance to its factors in two models. The first model has Amil fund dan Size as independent factors. In the second model, we add the amount of office as an additional independent factor. We find that Amil has a positive effect on performance. It means that the increase of amil fund would increase financial performance. The size of LAZ also positively affects performance, but its effect is lower than the marginal level in the second model. It means that the rise of the size of LAZ would increase financial performance at a marginal level.
The results are shown in the regression table below.

Table 5. Estimation of model (4) Factors that affect Amil Zakat Performance.
Performance = β_0 + β_1Amil + β_2Size + β_3Office + e

Variable	Sign exp	Coef		Sig	Coef		Sig
C		7.448		0.000	7.483		0.000
Log(AmilFund)	+	0.616	***	0.000	0.656	***	0.000
Log(Size)	+	0.137	***	0.008	0.110	*	0.056
Log(Office)	+				-0.036		0.308
Adjusted R^2		0.875			0.875		
F-statistic		141.229			94.678		
Prob(F-statistic)		0			0		

Observations: 41

Each model has an 87.5% Adjusted R2 value, which means that those models show that their independent variables explain 87% of the determinants of their performance. F statistic shows its significances at 0.000 means those models are fit to explain the factors of financial performance of LAZ.

DISCUSSION

The first model shows variables contained in the financial report responsible for the variation of financial performance. Both variables size and amil funds are variables presented in balances and changes of funds. In the second models, we add others variable which is not in financial report but may increase the variation of financial performance. We had the number of offices, the number of amil (official member of LAZ), and the number of volunteers, which may boost financial performance. But we only had the number of office data.

Amil Fund shows a positives effect on financial performance. An additional amount of amil fund would raise the financial performance of LAZ. Amil Fund shows the effort of LAZ to employs its human resources at the optimum level, the increase of the Amil fund would encourage members to exert their potential at a higher level. The rise in funds also raises the use of more instruments and more ways of collecting funds, and it eventually would gain more the collected funds. This result supports by Risanda (2018), which finds that operational expense positively affects performance.

While Amil fund may present brighter results, the size of LAZ also provides why it may push financial performance to a higher level. The bigger size of LAZ means that LAZ has more human and other resources; a more significant size also means that LAZ has more assets or better to collect more funds. A bigger size also means that LAZ has a better instrument to employ. It is significant in the first estimation. However, this result shows the marginal effect of size on the collected fund. This result is consistent with A Risanda (2018), who finds evidence that amil zakat's size positively affects amil zakat performance.

However, the office doesn't show a significant effect to raise financial performance. This significant effect may be due to geographical reasons. Some LAZ, whose main office in the province capital, like Surabaya, has its branch in the municipality around Jawa Timur. While in the other side Baitulmal Muamalat which is adhered to the Bank of Muamalat as its primary business, reported only one office on their website.

CONCLUSION

We provide evidence supporting A Risanda (2018) that the increase of amil fund would increase financial performance. More operational fund means many ore ways are opened to raise more funds collected. However, the size of amil zakat (LAZ) only has a marginal effect o financial performance, so the size of amil only small affects getting more funds collected. Many alternative ways are more effective. While the number of offices does not affect financial performance. This result is probably due to many offices are opened in the small city which has less economic activity.

LIMITATION

We couldn't use a more comprehensive model that employs a team regarding the number of amil and number of volunteers engaged. The pandemic situation limited us to collect more possible data other than seconder available data. We also didn't analyze the simultant effect of amil fund and the collected fund, where the collected fund also affects amil fund.

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