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# Effectiveness and Accountability of Zakat Fund Management at LAZ Yakesma Based on the Analysis of Sharia Financial Ratios 2017-2022

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## ABSTRACT

This study aims to analyze the effectiveness of Islamic social institutions through a case study on the Madani Welfare Foundation (Yakesma), utilizing six ratios as a measure. This study uses a descriptive quantitative approach to calculate each effectiveness ratio. Data was collected through Yakesma's financial statement documentation for six years, namely 2017-2022. The analysis was conducted by calculating the effectiveness ratio, which comprised the distribution ratio, ZIS fund growth, distribution growth, amil rights to collection, the use of amil funds to fulfill amil rights, and the allocation of funds to poor people for zakat distribution. The results of this ratio calculation are then integrated with the four pillars of Islamic Economics, namely transparency, accountability, efficiency, and Sharia compliance. Based on the analysis results, it was found that Yakesma successfully maintained a high and consistent distribution ratio (>77%), demonstrating its effectiveness in distributing ZIS to the mustahik. Additionally, the trend of growth and fund disbursement demonstrated a positive performance. Yakesma demonstrates a good level of accountability through independent audits and the publication of financial statements. These findings suggest that other Islamic social institutions can adopt the practices of financial report transparency, amil fund management discipline, and accountable governance, as applied by Yakesma, to increase public trust, muzakki participation, and optimize benefits for the mustahik.

**Keywords:** Islamic Social Finance, Transparency, Zakat, Effectiveness, Yakesma.

**JEL Code:** L31, M41, D64, Z12, I38

## I. Introduction

The Amil Zakat Institution (LAZ) plays a strategic role in distributing zakat, infaq, and alms (ZIS) funds as part of the Islamic economic system, which aims to achieve social justice and the welfare of the



ummah (Abdurrahman & Herianingrum, 2019). ZIS funds collected from the community are a mandate that must be managed professionally, transparently, and in accordance with Sharia principles to provide maximum benefits for the mustahik (zakat recipients). In practice, LAZ not only functions as an intermediary between muzakki (zakat givers) and mustahik, but also has a moral, social, and spiritual responsibility to ensure that the funds collected are used optimally and in accordance with the intended target (Muhammad & Rosidta, 2023). Therefore, every zakat management institution needs to have a strong financial management system, equipped with sound governance principles, to maintain and increase public trust, which is the main capital for the sustainability of the institution's operations.

Public trust in zakat institutions is a crucial aspect that must be maintained and improved continuously (Haikal & Musradinur, 2023). One effective way to keep this trust is to apply sound governance principles such as transparency in financial reporting, accountability in the use of funds, efficiency in operations, and full compliance with Sharia provisions (Fadilah et al., 2025). High trust from the public will encourage greater participation in paying zakat and other donations, allowing institutions to raise more funds to distribute to those in need. However, the challenges in maintaining this trust are not few, especially in the current digital era, which demands information disclosure and public accountability (Fadri & Fil, 2024). LAZ needs to develop performance evaluation mechanisms that are not only narrative or qualitative but also based on quantitative data that can be objectively measured and analyzed.

In this context, LAZ Yayasan Kesejahteraan Madani (Yakesma) is one of the entities that warrants study due to its consistent implementation of effective financial management practices (Fuadi et al., 2024). Yakesma routinely publishes annual financial statements, undergoes independent financial audits, and has integrated information technology to collect, manage, and distribute zakat funds. These steps demonstrate Yakesma's commitment to the principles of transparency and accountability. However, the assessment of Yakesma's financial performance cannot be seen from financial statements or external audits. To enhance the effectiveness of zakat institution governance, the use of more specific financial indicators is a requirement. For this reason, measurements are needed that describe the institution's overall performance and provide detailed and comprehensive information about the process of collecting, managing, and distributing zakat funds. One of the approaches that can be used is an analysis of six main ratios that describe various essential aspects in zakat management, namely: distribution ratio, ZIS fund growth ratio, distribution growth ratio, amil rights to collection ratios, amil funds use to amil rights, and poor allocation ratios to zakat distribution (Baznas, 2019).

First, the distribution ratio reflects the percentage of funds successfully distributed to the mustahik compared to the total funds collected in a period. This ratio serves as a leading indicator in assessing the effectiveness of distribution and the speed at which institutions deliver the benefits of zakat to recipients (Fitriani & Rohman, 2023). A high ratio indicates good distribution performance. In contrast, a low ratio can indicate a delay in settling funds or obstacles in the distribution process. Second, the growth ratio of ZIS funds measures the annual increase in zakat, infaq, and alms funds that have been successfully collected. This ratio reflects the level of public trust in zakat institutions and the effectiveness of the collection strategy implemented (Septriani et al., 2024). Positive growth consistency reflects success in building the credibility and sustainability of the institution. Third, the distribution growth ratio indicates the extent to which funds have been successfully channeled yearly. This ratio is essential to balance increased collection and institutional distribution capacity. If distribution growth is not in line with the development of collections, then there are indications of suboptimal distribution channels or administrative obstacles that need to be handled managerially. Fourth, the ratio of amil

rights to collection measures the proportion of funds allocated for the institution's operation (amil rights) compared to the total funds raised. Although Islamic law allows a maximum allocation of 1/8 (12.5%) of zakat funds for amil rights, in terms of institutional efficiency, the lower this ratio, the more efficient the institution's operations will be (Firdaus et al., 2021). This ratio is crucial for assessing the balance between institutional needs and optimizing the distribution of zakat to the mustahik.

Fifth, the ratio of Amil funds to Amil rights indicates how much operational funds (Amil rights) are utilized by the institution compared to the total available rights. This ratio assesses internal efficiency in the management of amil funds. Proportionate and targeted use indicates efficient management, while excessive use can indicate waste; therefore, operational evaluation is necessary to ensure effective management. The sixth, the ratio of the allocation of people experiencing poverty to the distribution of zakat is an indicator of how much of the zakat funds is directed to the most priority groups in the zakat asnaf, namely people experiencing poverty and people in need. This ratio indicates the institution's social orientation and commitment to distributive justice and poverty alleviation. The high ratio reflects the institution's focus on the main asnaf, which are the targets of zakat, both normatively and strategically, in social development (Latif et al., 2022). By analyzing these six ratios simultaneously and continuously, zakat institutions can obtain a comprehensive understanding of their performance strengths and weaknesses and develop a more targeted improvement strategy. This approach also strengthens the principle of good governance in zakat management, which requires transparency, accountability, effectiveness, and efficiency in all managerial aspects of the institution.

Practically, the management of Islamic finance in zakat institutions, such as Yakesma, encompasses various complex and interrelated aspects, ranging from the process of collecting funds and identifying and verifying mustahik to the distribution of funds through programs that have a tangible impact on the community. This process must be done with prudence, efficiency, and Sharia compliance (Sukardi, 2012). Determining the target of zakat recipients must consider the mustahik classification established in the Qur'an. At the same time, the distribution mechanism must be designed to be equitable and avoid causing inequality (Darista et al., 2025). In addition, risk management and internal supervision systems must be strengthened so that all financial activities carried out can be monitored and evaluated periodically to prevent irregularities. This shows that zakat financial management is not only a technical administrative matter, but also reflects the institution's commitment to justice and welfare.

From a theoretical perspective, financial management at LAZ must be based on the fundamental principles of Islamic economics, which emphasize fairness, transparency, and the prohibition of harmful practices such as usury, gharar, and maysir (Ajustina & Nisa, 2024). The concept of distributive justice is highly relevant in zakat management, as zakat serves as an instrument for redistributing wealth from the wealthy to the underprivileged (Nury & Hamzah, 2024). In addition, concepts such as mudharabah (business cooperation), musyarakah (partnership), and murabahah (buying and selling with profit margins) can be applied in the mustahik empowerment model, so that zakat is not only consumptive but also productive (Maisarah, 2021). Therefore, a deep understanding of the theory and principles of sharia economics is essential for zakat managers to design strategies and programs that are not only sharia-compliant but also practical and sustainable in the long term. The effective, innovative, and sustainable management of ZIS funds, supported by transparency and the use of digital technology, can significantly improve people's welfare and empower the local economy (Ramadhani et al., 2024).

In this context, evaluating the effectiveness of financial management and governance practices in Amil Zakat institutions, such as Yakesma, is essential. While good governance, transparency, and

accountability are recognized principles in Islamic social finance, there remains a need to assess how these factors translate into quantifiable performance outcomes. Understanding these dynamics can provide practical insights not only for Yakesma but also for other similar institutions aiming to enhance effectiveness.

Therefore, this study is guided by the following research questions: (1) What is the ratio of ZIS funds distribution to Yakesma and its relationship with the principle of transparency in Islamic financial management?; (2) How does the ratio of the growth of ZIS funds, the growth of the distribution and use of amil funds in Yakesma reflect the principle of accountability in Islamic financial management; (3) How does the ratio of amil rights to the collection of funds in Yakesma represent the principle of efficiency in Islamic financial governance?; and (4) How does the ratio of the allocation of people experiencing poverty to the distribution of zakat in Yakesma show conformity with the principle of sharia distribution?. By answering these questions, the study aims to contribute to both theoretical knowledge and practical improvement in the management of zakat, infaq, and alms funds.

## II. Literature Review and Hypothesis Development

Managing zakat funds through Amil Zakat Institutions (LAZ) plays a crucial role in assisting people experiencing poverty and promoting fairness in society, in line with Islamic economic principles. Many studies agree that these institutions must adhere to good management practices, including transparency, responsibility, efficiency, and compliance with Islamic rules (Sharia). When LAZ manages funds well, people trust them more, and more zakat and donations are given. (Abdurrahman and Herianingrum 2020; Fadila et al. 2023). The main ideas in this field focus on four key principles in managing zakat funds: transparency (openness), accountability (responsibility), efficiency (utilizing funds effectively), and adherence to Sharia rules. However, criticisms of previous studies point out that many focus on only one or two ratios, carry out single-method evaluations, and fail to connect ratio performance with Sharia principles systematically (Latif et al., 2022; Septriani et al., 2024). This suggests that research often overlooks the comprehensive view of performance and its alignment with Islamic principles. Methods such as the Allocation to Collection Ratio (ACR) and Data Envelopment Analysis (DEA) have been used to assess the effectiveness of zakat funds collection and distribution. (Lestari & Nisa, 2024; Hanafi, 2023). These issues include inefficiency in collection costs and the need for improved operational effectiveness in some regional offices.

The strengths of previous research effectively measure financial results and demonstrate that transparency and accountability contribute to building trust. However, most works lack integrative frameworks that link quantitative ratios with Sharia-compliant governance, and rarely address the dynamic interplay between operational efficiency, technological innovation, and social objectives. They also tend to summarize institutional performance rather than critically evaluate strategic gaps or opportunities for improvement. This study employs a framework that integrates Islamic economic values with six financial ratios to assess the effectiveness of zakat fund management. The ratios are:

- a. How much of the collected funds is distributed?;
- b. How much do the zakat funds grow each year?;
- c. How much do the distributions grow each year?;
- d. How much money is used for the institution's operational costs (annual rights)?;
- e. How well the operational funds are actually spent?; and

- f. How much of the zakat goes to people with low incomes, who are the main target?

These six are linked to the four important Islamic principles:

- a. Transparency: making all financial reports and audits clear to the public;
- b. Accountability: showing steady growth in fundraising and distribution;
- c. Efficiency: using operational funds properly without waste;
- d. Sharia compliance: making sure zakat reaches the poor and needy groups.

Even with progress made, there remains a need for research that examines multiple financial ratios simultaneously and clearly connects them to Sharia principles within a comprehensive governance framework. Most past studies have focused on individual rationales or methods rather than a comprehensive governance view. This study's exceptional contribution is analyzing multiple ratios together while directly linking them to Sharia principles, which has not been done before.

### III. Research Method

This study uses a case study method with a descriptive quantitative approach to evaluate the effectiveness of Islamic financial management at the Amil Zakat Yakesma Institute. This study uses secondary data as the primary source of data collection. The data analyzed are the annual financial reports of the Madani Welfare Foundation (Yakesma) for the period 2017 to 2022, obtained from official documentation available on the Yakesma website. The use of secondary data enables researchers to conduct quantitative evaluations by systematically analyzing financial ratio data, eliminating the need for interviews or other primary data collection methods. This approach aligns with the methodological practices used in similar studies assessing the effectiveness of zakat management based on financial ratio analysis, such as those conducted by (Latif et al. (2022) and Septriani et al. (2024)

This study utilizes financial ratio standards referenced from the National Zakat Agency (BAZNAS), which serves as the official guideline for the financial management of zakat institutions in Indonesia. These standards are highly relevant to the Yakesma context because both operate within the same national zakat regulatory and governance framework, allowing the analysis results to objectively measure the effectiveness and accountability of fund management in accordance with Sharia principles. Theoretically, the implementation of this standard can be linked to the principles of good governance in zakat management, which emphasize transparency, accountability, and efficiency as part of Shariah financial governance (Fadilah et al., 2025; Ajustina & Nisa, 2024).

The specific aspects analyzed in this study include six key ratios: the ZIS (Zakat, Infaq, and Sedekah) fund distribution ratio, ZIS fund growth, fund distribution growth, the ratio of amil (collection) rights to collections, the ratio of amil (collection) funds used to amil (collection) rights, and the ratio of fund allocation to poor and needy groups (mustahiq). The analysis focuses on trends in these ratios over six years to identify the effectiveness of fund management and its compliance with applicable Sharia principles. As a case study, this research has limitations in terms of the generalizability of findings to other zakat amil institutions due to its focus on a single institution, Yakesma. However, Yakesma was selected as the research subject based on its consistency in implementing transparent and accountable financial management practices, as well as the availability of complete and well-documented data. This condition provides a representative and in-depth picture of the implementation of zakat governance

based on financial ratios and Sharia principles. It serves as a model that can be used as a reference or learning tool for other zakat institutions in Indonesia.

#### IV. Results and Discussion

The methodology, though based on secondary financial reports, is grounded in the official financial ratio standards developed by BAZNAS (2019). Data were systematically collected from Yakesma's audited reports (2017–2022) and analyzed using descriptive quantitative methods. Each ratio was computed in accordance with the BAZNAS guidelines, ensuring comparability and validity. This approach justifies the selection of ratios: the distribution ratio reflects transparency, growth ratios assess accountability, the amil rights ratio captures efficiency, and the poor allocation ratio evaluates alignment with Sharia objectives. (Nasional 2019). These ratios were chosen because they directly answer the research questions and connect financial outcomes with Islamic economic principles.

This study is different from previous research because, instead of only using one ratio or a descriptive approach (Latif et al., 2022; Septriani et al., 2024) It looks at six financial ratios together and connects them directly with four important Islamic principles (transparency, accountability, efficiency, and Sharia compliance). By combining these aspects, the study provides a more comprehensive understanding of the strengths and weaknesses of zakat institutions. Its originality lies in turning Islamic governance values into measurable financial performance indicators.

To assess the effectiveness of LAZ Yakesma's management of zakat, infaq, and alms funds, an analysis was conducted based on six primary financial ratios, which were then integrated with the principles of Islamic financial management, including transparency, accountability, efficiency, and conformity with Islamic financial theory. The calculated formula is taken from the BAZNAS Strategic Study Center 2019 (Nasional 2019) As follows:

$$\text{Distribution Ratio} = \frac{\text{Total Distribution of Zakat Funds}}{\text{Total Zakat Fund Raising}}$$

$$\text{ZIS Fud Growth Ratio} = \frac{\text{ZIS collection (t)} - \text{ZIS collection (t-1)}}{\text{ZIS Collection (t-1)}}$$

$$\text{Growth of Allocation Ratio} = \frac{\text{Total Distribution (t)} - \text{Total Distribution (t-1)}}{\text{Total Distribution (t-1)}}$$

$$\text{Amil Zakat Right Ratio} = \frac{\text{Amil share of zakat} + \text{amil share of infaq or sadaqah}}{\text{Receipt of zakat and infaq or sadaqah}} \times 100\%$$

$$\text{Amil fund utilization to Amil proper ratio} = \frac{\text{Use of Amil Funds}}{\text{Amil Fund Receipt} + \text{Beginning Balance}} \times 100\%$$

$$\text{Mustahik distribution allocation ratio} = \frac{\text{Total Disbursement of Zakat Funds amil's share of zakat funds}}{\text{Total Zakat Fund Collection amil's share of zakat fund}}$$

**Table 1. Results of LAZ Yakesma Performance Analysis**

Year	Dist. Ratio	ZIS Growth	Dist. Growth	Amil Right Ratio	Amil Fund Utilization	Poor Allocation Ratio
2017	77,56%	-	-	6,89%	96,38%	41,85%
2018	78,76%	17,38%	19,10%	7,33%	99,33%	49,07%
2019	85,46%	5,78%	17,78%	7,11%	99,75%	49,34%
2020	84,06%	23,89%	21,36%	7,15%	14,44%	42,92%
2021	88,36%	1,34%	6,97%	7,93%	96,27%	46,66%
2022	85,94%	24,98%	19,97%	8,10%	97,85%	45,12%



The results of the financial ratio evaluation are presented in Table 1. The distribution ratio measures the percentage of ZIS funds (Zakat, Infaq, Sadaqah) that have been successfully distributed from the funds collected. The results are seen to be fluctuating with a peak of 88.36% (2021) and a low of 77.56% (2017). Disbursement performance tends to improve, showing the effectiveness of fund distribution. The growth ratio of ZIS funds shows the percentage increase in annual ZIS fund collections. As a result of the calculation, the highest growth was observed in 2022 (24.98%), while the lowest growth was recorded in 2021 (1.34%), exhibiting significant fluctuations, particularly a drastic decrease in 2021. The distribution growth ratio, which measures the increase in the percentage of annual fund disbursement, was seen as stagnant at 17 to 21% (2018 – 2020) but plummeted to 6.97% (2021). This indicates distribution constraints. The accounts receivable rights to collection ratio has increased consistently from 6.89% (2017) to 8.10% (2022). This gradual increase suggests an increase in operational costs. The next ratio is the use of Amil funds, which remained stable above 96% (2017–2019, 2021–2022), but plummeted to 14.44% in 2020. The extreme decline in 2020 indicates inefficiencies or specific policies during the pandemic, such as the urgent reallocation of funds. Moreover, finally, the ratio of the allocation to people experiencing poverty shows the portion of the zakat distribution allocated to the poor group. The highest peak of allocation in 2019 was 49.34% and decreased to 45.12% in 2022.

Next, after obtaining the financial ratio results at Yakesma, these results were integrated with four important Islamic principles (transparency, accountability, efficiency, and Sharia compliance), which are essential in zakat fund management. The foundation of zakat fund management refers to the primary sources of Islamic law, such as the Quran, Sunnah, as well as Islamic legal theory (*ushul al-fiqh*) and the objectives of Islamic law (*maqasid shariah*) (Mukhlisin, Ismail, and Jamilah Fikri 2022). In Islamic financial management, transparency, accountability, efficiency, and Sharia compliance are the main principles that support the goals of Islamic finance, namely wealth distribution, poverty alleviation, and sustainable development. (Mukhlisin, Ismail, and Jamilah Fikri 2022).

#### 4.1. Transparency of Zakat Fund Management through Distribution Ratios and Information Publication

Transparency is one of the fundamental principles in Islamic financial management, playing a central role in building public trust and ensuring institutional accountability over the funds managed. This principle requires comprehensive information disclosure to all stakeholders, including muzakki (zakat givers), mustahik (zakat recipients), regulators, and the general public (Windasari, 2024; Andreani & Syafina, 2022). Transparency is not only interpreted as the open delivery of information, but also as an effort to build an accurate, accountable, and easily accessible reporting system to the public. In the context of institutions that manage religious social funds, such as zakat, infaq, and alms, transparency is an integral part of implementing the Sharia mandate, as the institution is responsible for ensuring that people's funds are distributed fairly, on target, and in accordance with religious provisions.

The application of this principle is reflected in the practice carried out by the National Amil Zakat Institute (LAZNAS) Yakesma, which demonstrates a high commitment to information disclosure and efficient fund management. One of the most prominent indicators of transparency is the increase in the ratio of zakat, infaq, and alms funds managed by Yakesma from year to year. Based on data collected from Yakesma's financial statements for 2017 to 2022, it was recorded that the fund disbursement ratio has increased significantly, from 77.56% in 2017 to 88.36% in 2021. This achievement

demonstrates that nearly ninety percent of the total funds collected have been channeled to the intended parties, which, in the context of zakat management, is known as mustahik. This figure demonstrates good distribution performance and serves as the leading benchmark for assessing the effectiveness and transparency of institutions in fulfilling their social and spiritual responsibilities.

This increase in ratio also provides an overview of Yakesma's internal ability to optimize funds raised through various operational efficiency strategies and careful program planning. The high effectiveness of the distribution of funds enables the institution to reduce unproductive operational costs and increase the proportion of funds directly received by beneficiaries. This is highly relevant to the principles of maqashid sharia, specifically maintaining the welfare of the ummah and achieving social and economic justice. This success directly impacts increasing public trust, both from individuals and institutions, to continue entrusting their funds to Yakesma, as it is believed that the funds are managed in a trustworthy and professional manner, guided by Sharia principles.

In addition to quantitative indicators in the form of distribution ratios, Yakesma demonstrates another form of transparency by making financial reports available online to the public through its official website at <https://yakesma.org>. The reports are prepared systematically and informally, covering not only financial aspects but also program performance reports, activity flashbacks, and details of fund distribution according to recipient categories and program types. For example, in the 2021 report, Yakesma stated that more than 11,000 individuals have become beneficiaries of the educational programs implemented, with a total donation of over eight billion rupiah. The funds are allocated to various strategic programs, including Children's Scholarships, Teachers' Friends, and Educational Facilities and Infrastructure Assistance. This thematic elaboration of data is a form of comprehensive reporting and an educational tool that enables the public to understand how their funds are utilized.

By presenting complete, detailed, and data-driven information, Yakesma demonstrated that the institution not only fulfills its administrative obligations but also applies the principles of good governance in managing zakat funds. Compliance with these transparency standards also aligns with regulations set by the National Amil Zakat Agency (BAZNAS) and the Ministry of Religious Affairs, which emphasize the importance of accountability and openness-based reporting. Moreover, the transparency implemented by Yakesma can also be viewed as a form of social innovation, as it not only conveys numbers but also includes a narrative of the success and impact of the implemented programs. Thus, Yakesma has successfully established a professional, transparent, and comprehensive zakat management ecosystem for the benefit of the people.

#### 4.2. Fund Management Accountability through Growth Ratio and Fund Disbursement

The Accountability in managing zakat funds is rooted in Islamic principles and is inherently connected to the teachings and guidance of Islam. (Saad, Aziz, and Sawandi 2014). Accountability is a crucial foundation in the management of zakat funds, which emphasizes the institution's obligation to provide transparent and measurable accountability to all stakeholders, especially muzakki (zakat givers) and mustahik (zakat recipients) (Permana & Baehaqi, 2018). This accountability encompasses not only compliance with regulations but also a reflection of ethics and integrity in fulfilling the mandate. In the context of LAZNAS Yakesma, this principle of accountability is realized through various mechanisms and measurable performance indicators.

One of the leading indicators of Yakesma's accountability is the positive trend in the growth of zakat, infaq, and alms (ZIS) funds collection and distribution. Historical data shows that Yakesma



recorded a significant growth spike in 2020 and 2022, with an increase of more than 20% compared to the previous year. This growth is not just a statistical figure, but also reflects the increasing public trust in Yakesma. This success can be attributed to the effectiveness of an innovative fundraising strategy responsive to the community's needs. Furthermore, Yakesma ensured that the funds successfully collected were stored and optimally distributed internally to those in need. The consistency between the growth of fundraising and the distribution of funds is clear evidence that Yakesma carries out its duties accountably and in accordance with the Sharia goals that have been set. To strengthen the accountability aspect comprehensively, Yakesma undergoes external audits conducted by independent and credible auditors on a routine basis. The results of this audit are then reported transparently to the National Amil Zakat Agency (Baznas), the highest supervisory institution for zakat management in Indonesia. This independent audit process reflects Yakesma's commitment to the principles of good governance. It ensures that all financial and reporting processes have undergone professional verification and are legally and ethically accountable. This external audit includes an in-depth examination of all financial aspects, starting from collection and management to the distribution of zakat funds.

In addition, the ratio of amil funds to amil rights, which is consistently close to 100% in almost all years, is concrete evidence that Yakesma can manage operational funds with discipline and in accordance with the limits set by Sharia. Amil funds are used effectively and efficiently to support various managerial, collection, and distribution activities that support the smooth management of zakat as a whole (Hayatika & Suharto, 2021). The optimal use of Amil funds ensures that existing resources are utilized as effectively as possible to achieve the organization's goals in helping people in need. Thus, through integrity in financial reporting, transparent and independent audit processes, and positive and sustainable growth ratios, Yakesma has demonstrated the quality of governance that can be accounted for morally, in accordance with Sharia, and administratively. This strong accountability is an essential foundation for Yakesma to continue increasing public trust and having a greater positive impact on the welfare of the people.

#### 4.3. Efficiency of Fund Management through Amil Rights Ratio and Technological Innovation

Efficiency is a crucial indicator in evaluating the quality of zakat fund management by amil institutions (Komariyah & Makhtum, 2023). In the context of LAZNAS Yakesma, efficiency is reflected in the low ratio of amil rights to total funds collected, which ranges from 6.89% to 8.10% throughout the analysis period. This figure is far below the maximum limit allowed in Sharia provisions, 12.5%. This indicates that Yakesma can minimize operational costs, enabling the optimal allocation of funds to the mustahik. The control over the use of operational funds reflects Yakesma's commitment to prioritizing the interests of beneficiaries without neglecting the institution's managerial sustainability. This ratio also reinforces public confidence that the funds they entrust are managed wisely, frugally, and in accordance with the principles of efficiency taught in Islamic finance.

Besides financial ratios, Yakesma's efficiency is reflected in the optimization of technology for fund collection and distribution. This institution has utilized various digital platforms, including mobile banking services and web-based zakat applications, which enable a faster, more transparent, and accessible donation process for the broader community. This technology helps reduce transaction and distribution costs, expanding the reach of zakat services to the younger generation and digitally literate urban communities. This technological innovation is a strategic step that strengthens the institution's

operational performance while maintaining efficiency. Therefore, integrating cost efficiency through managing amil rights and process efficiency through digital technology demonstrates that Yakesma can adapt to the times without abandoning the fundamental principles of Sharia in zakat management.

#### 4.4. Conformity of Fund Management with Sharia Financial Principles

According to Islamic economics, one of the fundamental principles in the management of zakat funds is the distribution of zakat to the mustahik group, especially the poor, explicitly mentioned in the Qur'an as the most entitled to receive assistance (Fitri, 2017). In this case, the Amil Zakat Yakesma Institution consistently maintains the suitability of its management and distribution of funds in accordance with Islamic financial principles. This is reflected in the relatively high allocation of zakat funds to people with low incomes, which ranges from 41.85% to 49.34% of the total funds distributed during the observation period. This ratio demonstrates that Yakesma adheres to administrative provisions in zakat management and incorporates Sharia values in every decision regarding the distribution of funds. This commitment is also in line with the principles of maqashid sharia, especially in the aspects of hifdz al-mal (protection of property) and hifdz al-nafs (protection of life), which in this context is realized through the distribution of funds to groups in need as a form of social security.

In addition, Yakesma's approach to maintaining the suitability of fund management in accordance with Islamic financial principles is evident in the proportion of distribution and how this institution ensures transparency and accountability in the management of zakat. This is demonstrated through the systematic and open preparation of annual financial reports, as well as external audits and reporting to the National Amil Zakat Agency (Baznas). This practice reflects the value of justice and social responsibility as stated in QS Al-Baqarah: 282, which emphasizes the importance of recording transactions fairly and honestly. Thus, it can be concluded that Yakesma's management of zakat funds not only focuses on the effectiveness of distribution but also on the integrity of its implementation. The high proportion of allocations to people with low incomes, accompanied by good transparency practices, suggests that Yakesma has internalized the spiritual and social values that are the main foundations of the Islamic financial system.

#### 4.5. Challenges and Recommendations for Strengthening the Management of Zakat Funds in Yakesma

Amid various positive achievements achieved by Yakesma in the management of zakat, infaq, and alms funds, this institution still faces several structural and operational challenges that need to be addressed immediately (Ramadhani et al., 2024). One of the main challenges is the limited availability of human resources (HR), especially in relatively underdeveloped areas, such as the Gorontalo region, where a deep understanding of Islamic finance principles is lacking. This limitation can impact the quality of zakat management under Sharia and reduce the optimal effectiveness of allocating funds to the mustahik. Therefore, strengthening the competence of human resources through sharia-based education and training is an urgent need, enabling zakat management to be carried out professionally and in accordance with Islamic principles.

Another challenge is the technological aspect, where Yakesma still needs to improve the sophistication and inclusivity of its digital system. In the current digital era, the existence of Android and iOS-based mobile applications for zakat, infaq, and alms payments has become a fundamental necessity

to reach the younger generation and urban communities, who rely heavily on digital transactions. A lack of technological innovation risks narrowing the reach of fundraising, reducing public access, and hindering the efficiency of distribution. By building an integrated and user-friendly digital system, Yakesma will not only facilitate zakat services but also reduce operational costs significantly while increasing public trust in institutional transparency. In answering these various challenges, several strategic recommendations can be implemented. First, increasing human resources capacity through training and certification programs in zakat management and Islamic finance, and second, developing a digital zakat application that includes payment features, reporting, distribution tracking, and public education. Third, Yakesma can adopt an interactive dashboard system that allows the public to view the use of zakat funds, the number of beneficiaries, and program achievements in real-time. These steps will strengthen institutional performance and Yakesma's position as a professional, accountable, and adaptive amil zakat institution to the times.

In comparison with earlier studies, such as Lestari & Nisa (2024), who used DEA or ACR methods, this research provides more practical insights by directly associating ratios with Sharia compliance. For instance, the consistently high distribution ratio (>77%) observed in Yakesma aligns with the transparency benchmarks found in Fitriani and Rohman (2023); however, this study extends the interpretation by integrating maqashid sharia perspectives. This comparative approach situates Yakesma's achievements within the broader context of zakat governance practices in Indonesia. Finally, claims in the discussion are reinforced with quantitative evidence drawn from six years of financial data, showing not only year-to-year fluctuations but also broader institutional trends. These findings imply that effective zakat management requires a balance between financial discipline and Sharia-oriented objectives. The broader implication is that other Islamic social finance institutions can replicate this ratio-based, Sharia-integrated framework to enhance credibility, attract greater muzakki participation, and improve mustahik empowerment. Nevertheless, the methodology has limitations. Relying solely on secondary data restricts the analysis to reported financial outcomes and excludes perceptions of mustahik or operational staff. In addition, focusing on a single institution (Yakesma) constrains generalizability. Future studies could adopt a mixed-methods approach, combining ratio analysis with qualitative interviews, to enrich understanding and address these gaps.

## V. Conclusion

This study aims to evaluate the effectiveness and accountability of zakat fund management at Yakesma based on Shariah financial ratio analysis from 2017 to 2022, by analyzing six main financial ratios relevant to the principles of transparency, accountability, efficiency, and compliance with Islamic economics. Based on the analysis of the six main financial ratios and the application of the principles of Islamic financial management, it can be concluded that Yakesma's remarkable performance in consistently maintaining a high distribution ratio (above 77%) reflects its commitment to delivering maximum benefits to mustahik and achieving nearly optimal efficiency in fund utilization. The institution's disciplined approach to allocating amil rights and its near-complete utilization of amil funds further attest to its adherence to Sharia principles and operational discipline. Continuous external audits and periodic reporting to Baznas strengthen this institution's legitimacy and public accountability. Additionally, utilizing technology in the zakat collection system has enhanced the institution's operational efficiency. Yakesma's commitment to maintaining financial integrity and aligning with Sharia

values makes it one of the amil zakat institutions that deserve to be a reference in managing ZIS funds professionally and with a focus on social impact.

The practical and accountable management of zakat by Yakesma significantly contributes to the distribution of wealth, poverty reduction, and the empowerment of mustahiks. Additionally, implementing transparency and publishing financial statements increases public trust and participation in zakat. Additionally, high operational efficiency enables more funds to be channeled directly to beneficiaries. This research provides valuable insights for zakat institutions in Indonesia and beyond. By following Yakesma's use of funds and using technology, other institutions can build trust, involve more people, and improve support for those in need. This study enhances both the understanding and practice of Islamic social finance by providing a clear and practical approach to managing zakat, which helps reduce poverty and promote fairness on a large scale.

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