

***THE FINANCIAL PERFORMANCE ANALYSIS OF
NONPROFIT ORGANIZATION
(CASE STUDY ON MASJID JAMI' AL-NIZHAM KEC. CEMPAKA
PUTIH PERIOD 2015 TO 2019)***

1stMuhammad Faris Fadhilah Prabowo, 2nd Drs. Subekti S. Hadi, M.Sc

Departemen Manajemen
Sekolah Tinggi Ilmu Ekonomi Indonesia
Jakarta, Indonesia

m.farisf.p@gmail.com : @stei.ac.id

Abstract– The purpose of this study was to determine the financial performance of non-profit organizations, especially mosques. This research uses descriptive method. The population in this study is the financial statements of Masjid Jami 'Al-Nizham Kec. Cempaka Putih. Collecting data is using documentation, namely financial reports. The sampling technique used is the purposive sample method. The sample chosen is the mosque's financial statements from 2015 to 2019. The analytical tool used is horizontal ratio analysis using the ratio of non-profit organizations derived from the research of Ritchie and Kolodinsky (2003) and Zietlow et al. (2018). The ratios are fiscal performance, public support, fundraising efficiency, cash reserves and program efficiency. The results of the fiscal performance ratio show an increasing and fluctuating graph. The results of the public support ratio show a decreasing graph for both ratios. The results of the fundraising efficiency ratio show an increasing graph. The results of the cash reserve ratio show a fluctuating graph. The results of the program efficiency ratio show a decreasing graph.

Keywords: *Performance Analysis, Financial Performance, Nonprofit Organization, Mosque*

I. INTRODUCTION

There are many types of non-profit organizations in Indonesia, one of them is mosques. Mosque activities that focus on the interests of Muslims make the mosque into the category of non-profit organizations. The mosque also never looks for profit in carrying out its activities. Just like other non-profit organizations, mosques also receive funding from the community or Muslims around them. Mosque donors do not expect any returns. It aims to make the mosque run programs that are social without prioritizing profit for the mosque itself.

The number of mosques is in line with the number of Muslims in Indonesia. The total population of Indonesia in 2010 was 237,641,326 people, with Muslims as many as 87.18 percent or 207,176,162 people (Badan Pusat Statistik, 2010). With this number, it can be ascertained that the majority of Indonesia's population is Muslim in need of a sufficient of mosques. The large number of followers of Islam has resulted in the construction of many mosques. According to the Chairman of the Indonesian Mosque Council, Jusuf Kalla, the number of mosques in Indonesia has reached 800,000 (Rezkisari, 2020). This figure is the number of mosques that have been recorded in

Indonesia. With such a number of mosques, Indonesia is one of the countries with the most mosques in the world. The number of mosques can also be used for the benefit of the people and society.

The existence of the principle of transparency and accountability in funding received by mosques can be seen from the mosque's financial reports. Mosque administrators must convey financial information to the public clearly and factually. Factual financial reports can reflect that mosque administrators are responsible for the funds received. The credibility of the mosque organization will certainly be able to increase public trust and can open up opportunities for increasing the number of donors (Rahayu, 2014).

Many people, especially Muslims, are not aware of the enormous potential for progress of the mosque. A mosque can be successful if it improves the quality of the community around it. This success is also in line with the function of the mosque as the center of Islamic civilization. With a variety of mosque work programs, it must aim to empower the surrounding community. The concept of empowerment can be seen as a way of releasing a situation or state of inability, helplessness, loss, exclusion, and things related to weakness (Iwan & Herdiana, 2018). That way, Muslims and the public can feel the true function of the mosque.

Starting from the writer's interest in the problem of financial performance of mosque management which is rarely considered, the author tries to raise this topic as a thesis. Lots of research and journals on financial performance in non-profit organizations but do not use mosque as an object. The author's interest is also driven by the author's belief that good mosque management can produce an economic system that is profitable for the community around the mosque. Evidenced by the large number of social activities carried out by mosques that have a big impact and benefit the surrounding community.

In this study, the authors took research samples of mosques near the author's residence in Rawasari Timur, Kec. Cempaka Putih, Jakarta Pusat. The author chose the object because the Jami 'Al-Nizham Mosque was active in community activities, especially Muslims. Lots of activities outside of Muslim worship. Seminars and trainings are often carried out to increase the knowledge and insight of the community around the mosque environment. Not to mention the use of the mosque's multipurpose hall for the community. This is enough to prove that the Jami 'Al-Nizham Mosque is committed to helping the surrounding community from an economic and educational perspective.

With a strong commitment to the needs of the community outside the spiritual, it can be seen that the Jami 'Al-Nizham Mosque does not only carry out its main function as a place of worship. Such conditions are expected by Muslims. The local community also feels that the presence of mosques in social activities has a very positive impact. So that mosques are not only respected by Muslims, but by many parties outside of Muslims.

II. LITERATURE REVIEW

2.1 Journals Review

The first research is from Rizqi Anfanni Fahmi (2017). Research conducted on the Financial Management of Mosques in Yogyakarta City, this research uses descriptive qualitative methods based on data in the field with a sample of 180 mosques. The results of the study can be concluded that the financial management practices of mosques in Yogyakarta City include three components, namely budget planning, fund management, as well as internal control.

The second research is from Rini Rini (2018), this research was conducted on the Financial Management of Mosques in Jabodetabek. The results showed that the mosque management thought the mosque already had financial reports. However, only a small proportion of mosques have financial reports according to PSAK. The types of financial reports that are made are mostly cash flow statements. Publication of financial reports to the congregation, the majority by announcing it during Friday prayers and pasting it on the bulletin board. Most of the accounts owned by the mosque are in the name of the administrator. The mosque's acceptance mainly comes from donations and wakaf of congregation. Only a small proportion of mosques have their financial statements audited.

The third research is from Nurul Jihadah Ashar, Isnaini Ulfa Rinda Sari, and Aisyah Rohma Danita (2019). Research conducted on the Optimization of Mosque Infaq Funds in Overcoming the Problem of Public Health BPJS Contribution in the Yogyakarta Mosque Environment. This study used a simple descriptive data analysis method on unused infaq funds by the mosque against BPJS Kesehatan contributions in Yogyakarta. The results showed that optimizing the infaq was able to help solve the economic problems of the community around the mosque, especially in dealing with BPJS Kesehatan dues. In addition, the optimization of this infaq fund has also become a new and integrative concept that can be applied in mosques in Yogyakarta City and Indonesia in general as one solution in overcoming the problems of the ummah.

The fourth research is from Media Kusumawardani, Muhammad Farhan, Desri Yanto, and Fera Widyanata (2019). This research was conducted to Criticize Mosque Financial Statements based on PSAK 45 and 109. This study used qualitative research methods on 4 mosques in Palembang. The results of this study indicate that the mosques interviewed did not apply the standards of PSAK 45 and PSAK 109 in their financial recording and reporting, the mosques in the object of this study still used simple cash flow recording. The process of preparing and reporting the finances of each mosque is different. Mosque A their financial compilation and reporting is done weekly, monthly, quarterly and annually. Mosque B financial preparation and reporting is carried out every week and month. While the C and D mosques are conducted every week, the roles of mosque administrators among the 4 mosques that are used as the object of research are different, but the role of mosque administrators as a whole does not have a major impact on the preparation and financial reporting of mosques that lead to the PSAK 45 or PSAK 109 standards.

The fifth research is from Tri Puriyanti and Hasan Mukhibad (2020) this research was conducted to examine the factors that influence the quality of mosque financial reports. This research is a descriptive quantitative study of all mosques in Surakarta that are registered in the Mosque Information System of the Ministry of Religion. Based on the results of this study, it shows that human resource competence and internal control systems have a significant positive effect on the quality of mosque financial reports, the use of information technology does not have a significant effect on the quality of mosque financial reports, while organizational commitment cannot moderate the relationship between the influence of HR competencies, internal control systems, and utilization. information technology on the quality of mosque financial reports.

The sixth research is from y Shahida Bt Shaharuddin and Maliah Bt Sulaiman (2015) with the title Financial Disclosure And Budgetary Practices Of Religious Organization: A Study Of Qaryah Mosques In Kuala Terengganu. This research is a descriptive qualitative study of 438 Qaryah Mosques in Kuala Terengganu. The results showed that the qaryah mosque in Kuala Terengganu did have "satisfactory" control over accounting and financial reporting but had weak budget control. What is surprising is the fact that although such mosques are required to have auditors to check their financial reports, most do not appear to have had their financial reports audited. Obviously, auditors are not playing an effective role, which may be due to a lack of law enforcement.

The seventh research is from Zuraidah Mohd Sanusi, Razana Juhaida Johari, Jamaliah Said, and Takiah Iskandar (2015) with the title *The Effects Of Internal Control System, Financial Management And Accountability Of NPOS: The Perspective Of Mosques In Malaysia*. This research method uses descriptive quantitative methods to 250 mosques in Malaysia. The results show that the internal control system plays an important role in ensuring the effectiveness of financial management practices. This is supported by the fact that accountability is not only a financial reporting framework, but also requires disclosure of related non-financial information. Thus, accountability has insignificant results from financial management practices.

The eighth research is from Siti Rokyah Md Zain, Ros Norita Abd Samad, Mohamed Muneer Samsudin, and Raduan Noor Armia (2020) with the title *The Dynamics Of Accounting Practices And Accountability In The Selected Mosques In Federal Territory*. This study used a descriptive qualitative method to 4 selected mosques in Malaysia. The results showed that diversity does not hinder the sense of responsibility of the mosque administrators to carry out their duties according to the mandate. On the contrary, diversity strengthens their relationships and teamwork to maintain and manage mosque accounting records and demonstrate accountability. Likewise, the trust shown by the mosque committee in his colleagues (who were involved in creating the account) pushed the mosque clerks to take responsibility in demonstrating accountability. Accounting and accountability in mosque institutions is an under-researched area.

2.2 Non-profit Organization

An organization is a group of people who have goals and systematically have their respective roles, functions, and duties (Nugroho, 2017: 3). In other words, an organization is an arrangement or structure that forms a system that works together to achieve their goals. Organizations must adapt their roles to the circumstances. That way, organizational success can be achieved by the alignment of the organization with the surrounding environment, be it politics, economy, culture, demographics and also the natural surroundings. The organization must also be able to meet the needs that arise from the community.

Zietlow *et al.* (2018: 3) states that a non-profit organization is an organization that is allowed to seek profits but cannot share the profits.

According to Komang, quoted by Widiyanto and Ardiyanto (2019), non-profit organizations are organizations that have the main goal of supporting an issue in attracting public attention with a non-commercial purpose or without any attention to profit-seeking things.

Basically, a non-profit organization is an organization whose main objective is to support the public interest without prioritizing commercial elements. Non-profit organizations include religious organizations, hospitals, public schools, and volunteer service organizations. This organization makes human resources the most valuable asset, because all its activities are from, by, and for humans (Pontoh, 2013). Although non-profit organizations are not for-profit, non-profit organizations can make a profit. However, non-profit organizations are not allowed to share profits with their members but to increase or cover operational costs.

Non-profit organizations have several characteristics. According to Wardhana quoted by Anto *et al.* (2017), mentions five characteristics of non-profit organizations, namely organized, private, self-managing, not distributing income to its members, and having voluntary participation.

In Indonesia, non-profit organizations are divided into three types, namely foundations, associations and institutions / institutes. The organization can be specified again as a non-profit organization with legal status or not (Widiyanto & Ardiyanto, 2019).

2.3 Non-Profit Organization Financial Statements

According to PSAK No. 1 (revised 2015), the financial statement is a structured presentation of the financial position and financial performance of an entity. Which means that the financial report is a record or record of the operational results of an organization in the form of financial performance.

Basically, the financial statements of non-profit organizations are not much different from other organizations. A non-profit organization's financial report records cash receipts, cash disbursements, purchases, sales of products / services, depreciation, and other regular transactions. What distinguishes non-profit organizations and business organizations is that there are no parties who are owners or investors, so that there are no transactions related to changes in capital / equity and there is no allocation of funds to certain parties. According to PSAK No. 45 (revised 2011), the financial statements of non-profit organizations include only the statement of financial position at the end of the reporting period, activity reports, cash flow statements at the end of the reporting period and notes to financial statements.

2.4 Financial Statement Analysis

Hery (2018: 113) states that financial statement analysis is a process for dissecting financial statements into their elements and examining each of these elements with the aim of obtaining a good and precise understanding and understanding of the financial statements themselves.

Analyzing financial statements means assessing the company's performance, both internally and for comparison with other companies in the same industry. This is useful for the direction of the company's development by knowing how effectively the company's operations have been running. Financial statement analysis is very useful not only for internal companies, but for the public and other stakeholders.

2.5 Mosque

According to Munawwir quoted by Mappiasse (2017: 79), in terms of language, the word mosque is taken from the root word *sajada* which means obedient and submissive with respect. Sajada (prostrate) etymologically means khudhu ', humbling, tawadhu, submitting, whereas in terms of it, it can be briefly said that prostration is putting part of the forehead that is open to the ground or place of prayer.

In modern life, a mosque can be interpreted as a place of worship for Muslims. This can be seen from the main function of the mosque as a building for performing prayers and all forms of Islamic worship. However, a mosque is still defined according to its main function, even though a mosque has many functions other than a place of worship.

Mosques have been a gathering place for Muslims since the time of Rasulullah S.A.W. As exemplified by Rasulullah S.A.W. It can be concluded that according to Islamic law, a mosque has 2 main functions, namely:

First, as a center of mahdhah worship such as prayer, dhikr, praying and others, namely direct worship activities to Allah (habluminallah) as an effort to get closer to the Almighty. This function is the main function of the mosque. There is no Muslim anywhere that does not recognize this primary function.

Second, besides its main function, mosques also function as centers of civilization and the development of social worship (habluminannas), namely worshiping Allah through relationships with fellow humans and their natural environment (Mappiasse, 2017: 94).

Even though the first function is prioritized, Muslims should not ignore the second function of the mosque. The center of civilization and the development of social worship has developed over time. The needs of humans with a second function must be provided by the mosque. With these two functions running wisely, the mosque has run as its function.

2.6 Mosque Financial Report

If it is clear that a mosque is in the form of a foundation then the mosque should have made PSAK No. 45 as a guideline for preparing the financial statements (Andriani *et al.*, 2018).

Andriani *et al.* (2018) states that according to PSAK No. 45 equity on net assets should be classified into 3 parts, namely: non-binding assets, temporarily bound assets and permanent bound assets. If referring to PSAK No. 45, the net assets of mosques should be classified as follows:

1. Unrestricted Assets

In this group, donors provide flexibility in the use of the funds they donate. The assets belonging to this group are:

- Infaq or alms. All infak or alms funds at the mosque are obtained from donations that are not restricted by the donors.
- Profit sharing from Islamic banks. In accordance with PSAK No. 45 "Unrestricted net assets include income from services, sales of goods, donations and dividends or investment returns".
- Acquisition of assets from non-binding donations.

2. Temporary Bound Assets

In this group, the donors set limits in the use of the funds they donate, either time or usage restrictions or both. Mosque assets belonging to this group are:

- Break fasting donations. Infaq iftar funds at this mosque are obtained from donations only for breaking the fast at the mosque.
- Zakat Fitrah and Zakat Maal. Zakat fitrah and zakat maal funds are obtained from funds that are used to be distributed back to people who are entitled to receive zakat (mustahik) Diyani (2013: 13). Because the use of zakat funds is specific, zakat funds should not be part of the mosque's financial statements, but should be reported separately.

3. Permanently Bound Assets

According to PSAK No. 45, in this group the donors provide permanent limits in the use of the funds they donate for example waqf land.

2.7 Analysis of Financial Performance of Non-Profit Organizations

To analyze non-profit financial performance requires financial ratios that are not the same as financial ratios that measure the performance of business firms. This is due to the difference between the financial resources and operational resources of non-profit and profit organizations.

Fiscal Performance Ratio

According to Ritchie and Kolodinsky (2003) quoted by Romantin *et al.* (2017), the fiscal performance ratio is a ratio that describes how much fund revenue shows organizational performance.

$$\text{Fiscal Performance Ratio} = (\text{Total Revenue}) / (\text{Total Asset}) \dots\dots\dots (2.1)$$

This ratio is used to measure how much income / income from assets owned.

$$\text{Fiscal Performance Ratio} = (\text{Total Revenue} - \text{Total Expense}) / (\text{Total Asset}) \dots\dots\dots (2.2)$$

This ratio is used to measure how much net income/income from assets owned.

- Total Revenue* = Total received from funds
- Total Expense* = Total operational costs incurred
- Total Asset* = Total assets owned by the organization

Public Support Ratio

According to Ritchie and Kolodinsky (2003) quoted by Romantin *et al.* (2017), the public support ratio is the ratio used to measure how much funds the organization receives from the public (public). From this ratio, it can be seen whether the organization is an institution that relies on voluntary donations or is able to independently raise funds through its fundraising program.

$$\text{Public Support Ratio} = (\text{Total Contribution}) / (\text{Total Revenue}) \dots\dots\dots (2.3)$$

This ratio is used to find out what proportion of volunteer funds obtained from all types of funds raised.

$$\text{Public Support Ratio} = (\text{Total Contribution}) / (\text{Total Expense}) \dots\dots\dots (2.4)$$

This ratio is used to determine how much total voluntary funds are spent on expenses.

- Total Contribution* = Total receipt of funds obtained from donations
- Total Revenue* = Total received from funds
- Total Expense* = Total operational costs incurred

Fundraising Efficiency Ratio

According to Ritchie and Kolodinsky (2003) quoted by Romantin *et al.* (2017), the fundraiser efficiency ratio is the ratio used to measure how efficiently the use of disbursed funds is to finance the implementation of activities in raising funds.

$$\text{Fundraising Efficiency Ratio} = (\text{Total Revenue}) / (\text{Fundraising Expense}) \dots\dots\dots (2.5)$$

This ratio is used to find out how much it costs to get new funds.

- Total Revenue* = Total received from funds
- Fundraising Expense* = Total costs incurred in raising funds

Cash Reserve Ratio

The reserve cash ratio is a ratio that describes how long the organization will survive if there is really no income (Zietlow *et al.*, 2018).

$$\text{Cash Reserve Ratio} = (\text{Cash and Cash Equivalents}) / (\text{Total Annual Expense}) \dots\dots\dots (2.6)$$

This ratio is used to measure how long the organization will continue to run solely by relying on existing cash without income.

$$\text{Total Annual Expense} = \text{Total operational costs incurred}$$

Program Efficiency Ratio

The program efficiency ratio is a part of financial performance that describes how efficient the operating activities of a non-profit organization are (Zietlow *et al.*, 2018).

$$\text{Program Efficiency Ratio} = (\text{Total Program Expense}) / (\text{Total Expense}) \dots\dots\dots (2.7)$$

This ratio is used to describe how big the program is based on the number of operational costs of the organization.

$$\begin{aligned} \text{Total Program Expense} &= \text{Total program costs} \\ \text{Total Expense} &= \text{Total operational costs incurred} \end{aligned}$$

III. RESEARCH METHODS

3.1 Research Strategy

The method used in this research is descriptive research. Descriptive research is a scientific observation that is carried out carefully and carefully and therefore it is more accurate and precise than ordinary observations made by journalists (Morisson, 2019: 28). The descriptive research method was chosen because the researcher wanted to explain the situation that happened to the object with existing data.

Then, it can be concluded that descriptive research is research that intends to understand the phenomena experienced by objects in the form of words and language with careful and careful observation.

3.2 Research Population

Population is a generalization area consisting of: objects/objects that have certain qualities and characteristics that are determined by the researcher for study and then draw conclusions.

Then, the population is not only people, but also objects and other natural objects. Population is also not just the number that is in the object / subject being studied, however includes all the characteristics/properties possessed by the subject or object (Sugiyono, 2016: 117).

In this study, the population taken is the entire financial statements of Masjid Jami 'Al-Nizham from the beginning until now.

3.3 Research Sample

The sample is part of the number and characteristics of the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example because of limited funds, manpower, and time, then a sample taken from that population can be used. What is learned from the sample, the conclusions will be applicable to the population. For this reason, the sample taken from the population must be truly representative (Sugiyono, 2016: 118).

In this study, the sampling technique used was purposive sampling. Purposive sampling is a sampling technique with certain considerations (Sugiyono, 2016: 124). So the sample of this research is the financial statements of the Jami 'Al-Nizham Mosque in 2015-2019. Researchers assume that taking samples on the financial statements of the mosque for the last 5 years is the latest and relevant sample, so that the results of the research on the sample can reflect the current state of the object of research.

3.4 Types of Research Data

The data taken comes from secondary sources. Data from secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents (Sugiyono, 2016: 193).

Secondary source data in this study are the financial statements of Masjid Jami 'Al-Nizham.

3.5 Operational Variables

According to Sugiyono (2016: 61) research variables are an attribute or nature or value of people, objects or activities that have certain variations that are determined by the researcher to be studied and then draw conclusions.

There are several variables in this study. To make it easier to see the operational variables, the authors group them below:

Table 3.1
Operational Research Variables

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Variable	Dimension	Scale
1. Fiscal Performance Ratio	1. <i>Fiscal Performance Ratio</i> = $\frac{\text{Total Revenue}}{\text{Total Asset}}$	Ratio
	2. <i>Fiscal Performance Ratio</i> = $\frac{\text{Total Revenue} - \text{Total Expense}}{\text{Total Asset}}$	Ratio
Concept:		
1. This ratio is used to measure how much income / income from assets.		

Table 3.1
Operational Research Variables

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Variable	Dimention	Scale
<p>2. This ratio is used to measure how much net income / income from assets owned.</p> <p>Information:</p> <p>Total Revenue = Total received from funds</p> <p>Total Expense = Total operational costs incurred</p> <p>Total Asset = Total assets owned by the organization</p>		
2. Public Support Ratio	1. <i>Public Support Ratio</i> = $\frac{\text{Total Contribution}}{\text{Total Revenue}}$	Ratio
	2. <i>Public Support Ratio</i> = $\frac{\text{Total Contribution}}{\text{Total Expense}}$	Ratio
<p>Concept:</p> <p>1. This ratio is used to determine what proportion of volunteer funds obtained from all types of funds raised.</p> <p>2. This ratio is used to find out how much total voluntary funds are spent on expenses.</p> <p>Information:</p> <p>Total Contribution = Total receipt of funds obtained from donations</p> <p>Total Revenue = Total received from funds</p> <p>Total Expense = Total operational costs incurred</p>		
3. Fundraising Efficiency Ratio	<p><i>Fundraising Efficiency Ratio</i></p> $= \frac{\text{Total Revenue}}{\text{Fundraising Expense}}$	Ratio

Tabel 3.1
Operational Research Variables

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Variable	Dimention	Scale
<p>Concept:</p> <p>This ratio is used to find out how much it costs to get new funds.</p> <p>Information:</p> <p>Total Revenue = Total received from funds</p> <p>Fundraising Expense = Total costs incurred in raising funds</p>		
4. Cash Reserve Ratio	<p><i>Cash Reserve Ratio</i></p> $= \frac{\text{Cash and Cash Equivalents}}{\text{Total Annual Expense}}$	Ratio
<p>Concept:</p> <p>This ratio is used to measure how long the organization will continue to run solely by relying on existing cash without income.</p> <p>Information:</p> <p>Total Annual Expense = Total operational costs incurred</p>		
5. Program Efficiency Ratio	<p><i>Program Efficiency Ratio</i></p> $= \frac{\text{Total Program Expense}}{\text{Total Expense}}$	Ratio
<p>Concept:</p> <p>This ratio is used to describe how big the program is based on the number of operational costs of the organization.</p> <p>Information:</p> <p>Total Program Expense = Total program costs</p> <p>Total Expense = Total operational costs incurred</p>		

Source: Romantin *et al.* (2017) dan Zietlow *et al.* (2018),

3.6 Data analysis technique

In this study the authors used horizontal financial ratio analysis techniques. According to Hery (2018: 115-116) financial ratio analysis is an analysis technique used to determine the relationship between certain items in the balance sheet and income statement.

Meanwhile, horizontal analysis is an analysis that is carried out by comparing financial reports from several periods. In other words, comparisons are made with similar information from the same company but for different time periods.

Then, it can be said that the authors use financial ratio analysis compared to financial reports from several periods.

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Data Analysis

4.1.1 Data Provided

Table 4.1

Data Provided by Masjid Jami'Al-Nizham

Account Name	2015	2016	2017
Total Revenue	736,315,614.00	976,359,872.00	1,108,251,050.00
Total Expense	716,408,610.00	1,037,021,370.00	1,070,894,042.00
Total Asset	4,101,534,926.00	4,240,873,428.00	4,578,230,436.00
Total Contribution	101,840,000.00	113,050,000.00	101,780,000.00
Fundraising Expense	2,955,000.00	2,120,000.00	2,250,000.00
Cash and Cash Equivalents	101,534,926.00	40,873,428.00	78,230,436.00
Total Program Expense	168,400,000.00	208,060,000.00	225,190,000.00

Account Name	2018	2019
Total Revenue	1,321,399,500.00	1,249,303,057.00
Total Expense	1,315,913,158.00	1,223,148,848.00
Total Asset	4,883,716,778.00	5,109,870,987.00
Total Contribution	111,310,000.00	108,030,000.00
Fundraising Expense	2,130,000.00	2,400,000.00
Cash and Cash Equivalents	83,716,778.00	109,870,987.00
Total Program Expense	231,725,000.00	241,175,000.00

Source: Masjid Jami' Al-Nizham

Information:

Total Revenue : Total revenue / income and donations obtained by the mosque.

Total Expense : The total of all mosque expenses.

Total Asset : The total assets owned by the mosque.

Total Contribution : The total income / income of the mosque which comes from donations, donations, and unrestricted alms.

Fundraising Expense : The total expenditure of the mosque in obtaining donations, donations, and unrestricted alms.
Cash and Cash Equivalents : Total cash on hand and in the bank.
Total Expense Program : The total expenditure of the mosque in carrying out activities and events.

4.1.2 Fiscal Performance Ratios

Fiscal Performance Ratio	$1. \text{ Fiscal Performance Ratio} = \frac{\text{Total Revenue}}{\text{Total Asset}}$
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$$2015 : FPR = \frac{736,315,614.00}{4,101,534,926.00} = 0.180$$

$$2016 : FPR = \frac{976,359,872.00}{4,240,873,428.00} = 0.230$$

$$2017 : FPR = \frac{1,108,251,050.00}{4,578,230,436.00} = 0.242$$

$$2018 : FPR = \frac{1,321,399,500.00}{4,883,716,778.00} = 0.271$$

$$2019 : FPR = \frac{1,249,303,057.00}{5,109,870,987.00} = 0.244$$

Table 4.2
Results of Fiscal Performance Ratio Analysis 1

Years	Analysis Results
2015	0.180
2016	0.230
2017	0.242
2018	0.271
2019	0.244
Average	0.233

Source: Processed data

The average ratio which is at 0.233 indicates that every Rp. 1 fund that is rotated by the mosque in the form of assets can get funds of Rp. 0.233 in the last 5 years. When viewed from the table of analysis results, there can be a significant increase in 2015 to 2016, although the following 4 years are volatile. The large increase from 0.180 to 0.230 means that the mosque received more funds than 2015. This large mosque income proves that mosques can effectively raise funds using their assets.

Fiscal Performance Ratio	$2. \text{ Fiscal Performance Ratio} = \frac{\text{Total Revenue} - \text{Total Expense}}{\text{Total Asset}}$
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$$2015 : FPR = \frac{736,315,614.00 - 716,408,610.00}{4,101,534,926.00} = 0.005$$

$$2016 : FPR = \frac{976,359,872.00 - 1,037,021,370.00}{4,240,873,428.00} = -0.014$$

$$2017 : FPR = \frac{1,108,251,050.00 - 1,070,894,042.00}{4,578,230,436.00} = 0.008$$

$$2018 : FPR = \frac{1,321,399,500.00 - 1,315,913,158.00}{4,883,716,778.00} = 0.001$$

$$2019 : FPR = \frac{1,249,303,057.00 - 1,223,148,848.00}{5,109,870,987.00} = 0.005$$

Table 4.3
Results of Fiscal Performance Ratio Analysis 2

Years	Analysis Results
2015	0.005
2016	-0.014
2017	0.008
2018	0.001
2019	0.005
Average	0.001

Source: Processed data

The average ratio which is at 0.001 indicates that every Rp. 1 fund rotated by the mosque in the form of assets can get a net income of Rp. 0.001 in the last 5 years. The relatively small net income or even touching the number below 0 in 2016, namely -0.014 means that the mosque does not focus on net income. From year to year the mosque always pays a lot of money so that it gets a net income that is below 0.01.

4.1.3 Public Support Ratio

Public Support Ratio	$1. \text{Public Support Ratio} = \frac{\text{Total Contribution}}{\text{Total Revenue}}$
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$$2015 : PSR = \frac{101,840,000.00}{736,315,614.00} = 14\%$$

$$2016 : PSR = \frac{113,050,000.00}{976,359,872.00} = 12\%$$

$$2017 : PSR = \frac{101,780,000.00}{1,108,251,050.000} = 9\%$$

$$2018 : PSR = \frac{111,310,000.00}{1,321,399,500.00} = 8\%$$

$$2019 : PSR = \frac{108,030,000.00}{1,249,303,057.00} = 9\%$$

Table 4.4

Results of Public Support Ratio Analysis 1

Years	Analysis Results
2015	14%
2016	12%
2017	9%
2018	8%
2019	9%
Average	10.4%

Source: Processed data

The average ratio of 10.4% indicates that out of 100% of the mosque's income, 10.4% comes from donations, donations, and alms, the rest comes from income from multipurpose rental services, etc. The results of the analysis show clearly that the mosque's income does not rely on donations, donations, and alms, even decreasing every year. This can be a positive thing because mosques have other sources of funds other than voluntary funding, the exact numbers of which cannot be predicted.

Public Support Ratio	$2. \text{Public Support Ratio} = \frac{\text{Total Contribution}}{\text{Total Expense}}$
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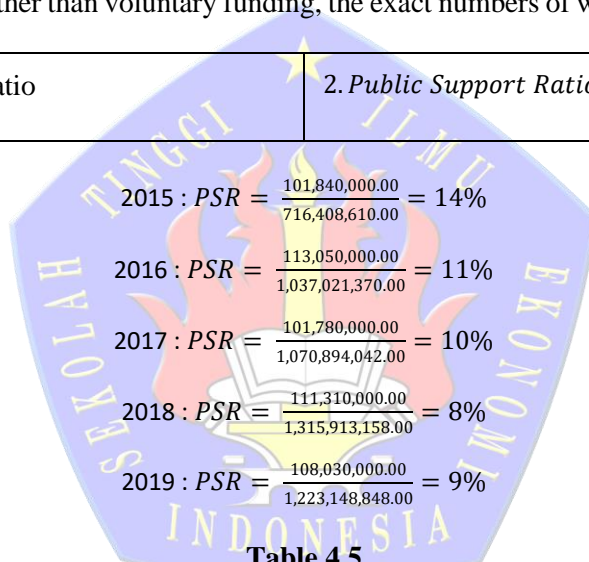


Table 4.5

Results of Public Support Ratio Analysis 2

Years	Analysis Results
2015	14%
2016	11%
2017	10%
2018	8%
2019	9%
Average	10.4%

Source: Processed data

The average ratio of 10.4% indicates that out of 100% of mosque spending, as much as 10.4% comes from donations, donations and alms, the rest comes from income from multipurpose room rental services and others for the last 5 years. With the data provided in the analysis results, it can be ascertained that the amount of income from donations, donations, and alms does not affect the

amount of expenditure and costs incurred by the mosque. The mosque will continue to operate and run its work program without worrying about the amount of income it will generate from donations, donations and alms.

4.1.4 Fundraising Efficiency Ratio

Fundraising Efficiency Ratio	$\text{Fundraising Efficiency Ratio} = \frac{\text{Total Revenue}}{\text{Fundraising Expense}}$
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$$2015 : FER = \frac{736,315,614.00}{2,955,000.00} = 249.18$$

$$2016 : FER = \frac{976,359,872.00}{2,120,000.00} = 460.55$$

$$2017 : FER = \frac{1,108,251,050.00}{2,250,000.00} = 492.56$$

$$2018 : FER = \frac{1,321,399,500.00}{2,130,000.00} = 620.38$$

$$2019 : FER = \frac{1,249,303,057.00}{2,400,000.00} = 520.54$$

Table 4.6
Results of Fundraising Efficiency Ratio Analysis

Years	Analysis Results
2015	249.18
2016	460.55
2017	492.56
2018	620.38
2019	520.54
Average	468.64

Source: Processed data

The average ratio which is at 465.64 indicates that every Rp. 1 expense incurred to obtain funds has generated an income of IDR 465.64 over the past 5 years. It is clear that mosques do not need to spend a lot of money to raise funds. The community will also voluntarily make donations to the mosque. This can prevent the mosque from making great efforts to get sufficient funds.

4.1.5 Cash Reserve Ratio

Cash Reserve Ratio	$\text{Cash Reserve Ratio} = \frac{\text{Cash and Cash Equivalents}}{\text{Total Annual Expense}}$
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$$2015 : CRR = \frac{101,534,926.00}{716,408,610.00} = 0.14$$

$$2016 : CRR = \frac{40,873,428.00}{1,037,021,370.00} = 0.04$$

$$2017 : CRR = \frac{78,230,436.00}{1,070,894,042.00} = 0.07$$

$$2018 : CRR = \frac{83,716,778.00}{1,315,913,158.00} = 0.06$$

$$2019 : CRR = \frac{109,870,987.00}{1,223,148,848.00} = 0.09$$

Table 4.7
Result of Cash Reserve Ratio Analysis

Years	Analysis Results
2015	0.14
2016	0.04
2017	0.07
2018	0.06
2019	0.09
Average	0.08

Source: Processed data

The average ratio of 0.08 means that the mosque has been able to survive for 28 days without earning income in the last 5 years. It is clear that the results of the analysis are around 0.4 - 0.14, meaning that the mosque does not want to save a lot of funds. Mosques are more likely to disburse their funds out, be it in work programs or maintenance and operations.

4.1.6 Program Efficiency Ratio

Program Efficiency Ratio	$\text{Program Efficiency Ratio} = \frac{\text{Total Program Expense}}{\text{Total Expense}}$
--------------------------	---

$$2015 : PER = \frac{168,400,000.00}{716,408,610.00} = 24\%$$

$$2016 : PER = \frac{208,060,000.00}{1,037,021,370.00} = 20\%$$

$$2017 : PER = \frac{225,190,000.00}{1,070,894,042.00} = 21\%$$

$$2018 : PER = \frac{231,725,000.00}{1,315,913,158.00} = 18\%$$

$$2019 : PER = \frac{241,175,000.00}{1,223,148,848.00} = 20\%$$

Table 4.8
Results of Program Efficiency Ratio Analysis

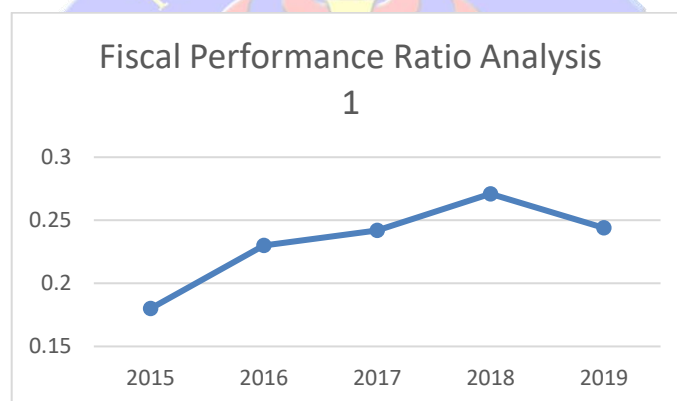
Years	Analysis Results
2015	24%
2016	20%
2017	21%
2018	18%
2019	20%
Average	20.6%

Source: Processed data

The average ratio of 20.6% indicates that out of 100% of expenditure, as much as 20.6% came from the mosque work program for the last 5 years. The results of the analysis show that of the total mosque expenditure, only about 18% - 24% comes from work program costs. This means that the mosque has a very large operational cost and it has happened for the past 5 years.

4.2 Discussion of Data Analysis

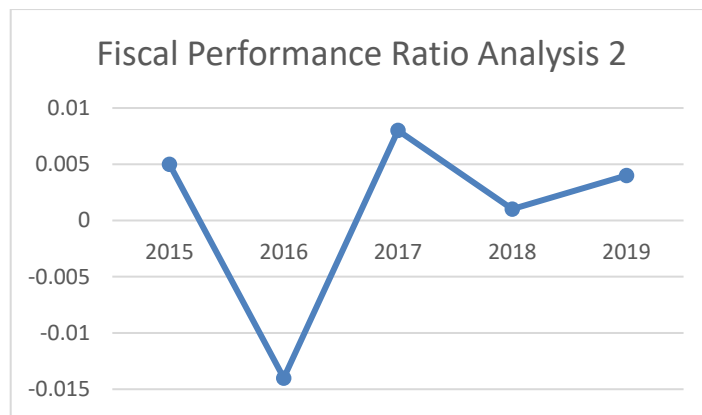
Picture 4.1
Graph of Fiscal Performance Ratio Analysis 1



Source: Processed data

Looking at the graph above, it could be seen that in 5 years, the ratio always goes up, except in 2019 it has decreased. The mosque seems to be quite effective in using all of its assets to raise funds. Even though in 2019 it seems to have decreased, according to the analysis data the results of the decline are not less than the points in 2017. The mosque looks quite effective in operating for the past 5 years. The effectiveness of mosques in obtaining funds occurs because the assets of the mosque which support the performance of the mosque in obtaining funds. The availability of multipurpose rooms can be pointed out as the attraction of mosques to get their funds. Even though the number is less than 1, which means the mosque has not been able to get funds equal to the amount of its assets, this is understandable because the main focus of the mosque is not to raise funds but to be a comfortable place to worship Muslims.

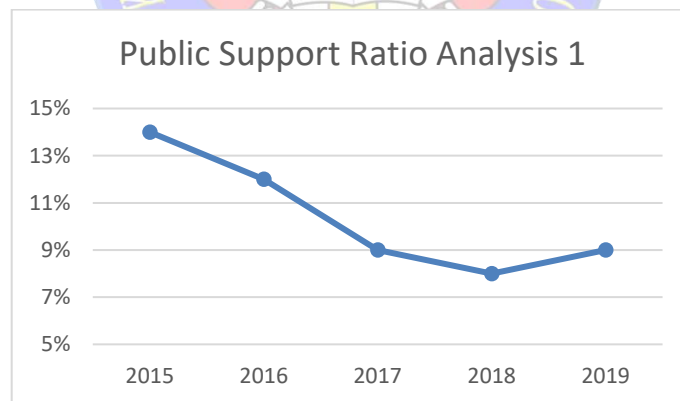
Picture 4.2
Graph of Fiscal Performance Ratio Analysis 2



Source: Processed data

Seeing the graph that fluctuates and even touched a negative point in 2016. Although, after falling below 0 it immediately rose drastically in 2017. We can conclude that mosques are not focused on obtaining net income. The mosque's expenditure which is no less than its income makes the mosque have the aim not to seek profit. However, even so there are circumstances where expenditure is greater than income cannot be justified. This can cause the organization to collapse. The mosque should have maintained the ratio so that it is in a positive not negative position. Fortunately, after being in a negative point, the mosque can immediately increase the ratio to be positive. This means that after 2016, the mosque does not have an expenditure greater than income.

Picture 4.3
Graph of Public Support Ratio Analysis 1

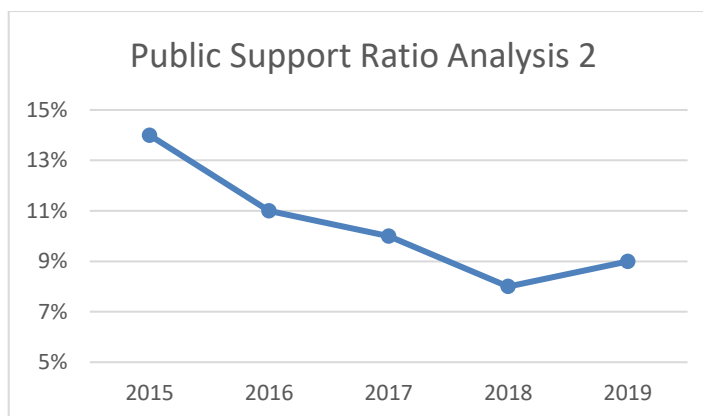


Source: Processed data

Based on the graph above, it could be seen that there is a decrease in the proportion of voluntary funds from all mosque income. The lowest peak was in 2018. This shows that the mosque does not rely on voluntary funds, but income other than voluntary funds. Namely in the form of income from multipurpose space rental services. A multi-purpose room that can be used for many community activities from weddings to seminars. The graphic also illustrates that the mosque has been able to give up its dependence on voluntary funds. The uncertain nature of the amount of voluntary funds makes the mosque not allowed to rely on voluntary funds. The opportunity for a mosque to get greater funding is by providing the best service for rental services. This opportunity

will make the mosque's income increase rapidly. Even though mosques do not charge high prices for rental services, mosques still receive large funds. This is because the mosque is actively renting a place.

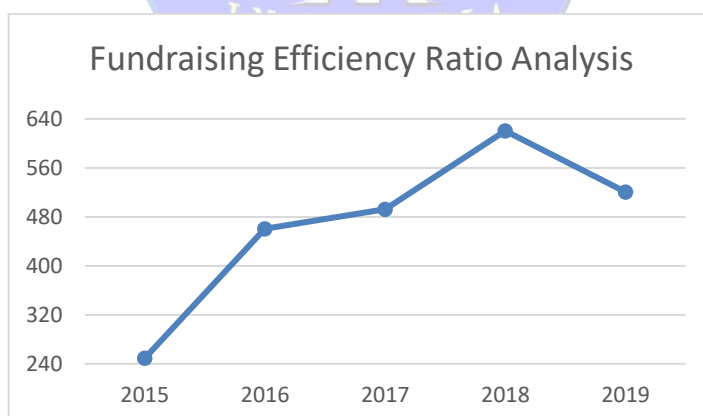
Picture 4.4
Graph of Public Support Ratio Analysis 2



Source: Processed data

As with the previous graph, by not emphasizing income on voluntary funds, the mosque's expenditure does not rely on voluntary funds. The higher the mosque's income other than voluntary funds could be a positive thing. Because it indicates that the mosque does not depend on voluntary funds to carry out work programs or other operational costs. This kind of independence is one of the strengths of Masjid Jami 'Al-Nizham. Not all mosques are independent. This ratio is proof that the Jami 'Al-Nizham Mosque is operating and running its program without worrying about the amount of voluntary funding it gets.

Picture 4.5
Graph of Fundraising Efficiency Ratio Analysis



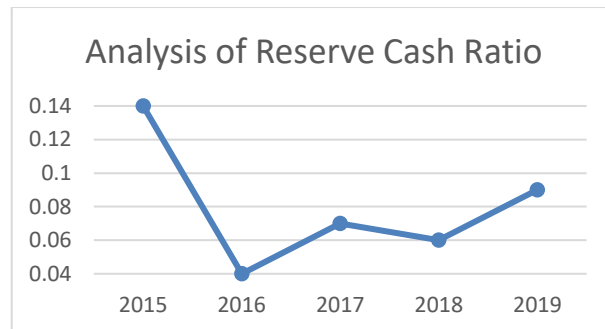
Source: Processed data

Judging from the graph above, which has always increased in the last 5 years and the highest point was in 2018, it shows that mosques do not need to spend a lot of money to get new funds. This shows that mosques are very effective in minimizing costs in obtaining new funds. With this high ratio, it can be ascertained that the mosque has its own charm in obtaining new funds. With social as well as religious goals, the community does not need to be encouraged to provide new funds for

mosques. A ratio that exceeds 200 is sufficient to prove that a mosque has the ability to get funds many times its costs. Mosques are institutions that do not need to worry about a shortage of funds each year because the graph shows that the amount of funds they get is always increasing.

Picture 4.6

Graph of Cash Reserve Ratio Analysis

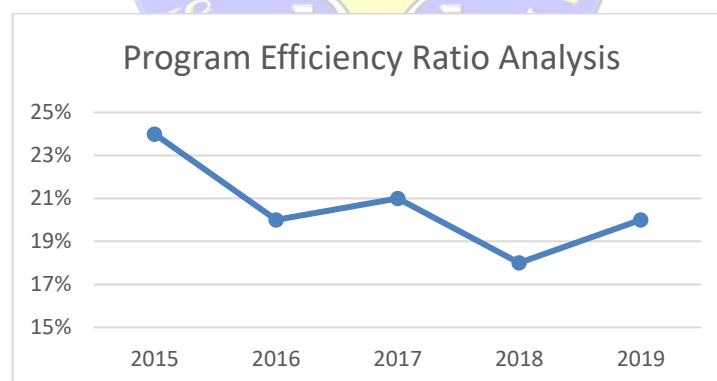


Source: Processed data

The graph above shows that mosques have instability in maintaining their cash. The highest point is in the year which indicates the mosque can last for 1 month and 20 days. Although the possibility of a mosque not getting funds is very small, with the reserve cash ratio showing that without any income, the mosque can only operate for a short time. This step also means that the mosque does not want to have large cash reserves. This policy is in line with the goal of the mosque which is not a fund-raising institution. The funds obtained are directly allocated to work programs and also to mosque operations. It was a wise decision for the mosque because it did not keep public funds long enough.

Picture 4.7

Graph of Program Efficiency Ratio Analysis



Source: Processed data

According to the graph above, the ratio has decreased from 2015 and the highest point was that year, which means that mosque expenses are dominated by non-work program costs. The high operational and maintenance costs can be a major cause of the large expenditure of mosques. It cannot be denied that the maintenance of mosque assets is also very important. Not to mention replacing damaged equipment to support mosque operations. Keeping this ratio above 15% according to the author is sufficient to prove that the Jami 'Al-Nizham Mosque has many programs. Especially

if you look at the nominal value of the cost of the work program which is above hundreds of millions and has continued to increase in the last 5 years.

4.3 Summary of Analysis and Discussion Results

Table 4.9
Summary of Analysis and Discussion Results

No.	Financial Performance Ratios	Result Average	Graphic Description
1.	Fiscal Performance Ratio 1	0.233	Up
2.	Fiscal Performance Ratio 2	0.001	Fluctuating
3.	Public Support Ratio 1	10.4%	Down
4.	Public Support Ratio 2	10.4%	Down
5.	Fundraising Efficiency Ratio	468.64	Up
6.	Cash Reserve Ratio	0.08	Fluctuating
7.	Program Efficiency Ratio	20.6%	Down

Source: Processed data

Based on the results of data analysis and discussion of the fiscal performance ratio 1 with an average result of 0.233, it means that the Jami 'Al-Nizham Mosque can obtain sufficient funds to run operations and also its work program for the past 5 years. Although based on the results of the average data analysis, the Jami 'Al-Nizham Mosque does not generate funds equivalent to the value of the assets it owns, but that does not make the mosque reduce its work program, instead it increases the cost of work programs every year in the last 5 years. The number of total assets owned by mosques is because its main objective is to comfort Muslims and people who wish to worship. So that the goal of optimizing comfort makes mosques continue to strive to add to their assets that support the maximum worship of Muslims. On the other hand, in terms of financial performance, the mosque can work optimally in raising funds and in line with the main function or objective of the mosque to create a safe and comfortable environment for the community. This indicates that the ratio of fiscal 1 performance at the mosque is in good condition based on the description above.

Based on the results of data analysis and discussion of the fiscal performance ratio 2 with an average result of 0.001, it can be interpreted that the Jami 'Al-Nizham Mosque has not looked for net income in running its operations in the last 5 years. This can be said to be reasonable because the average result is positive and not negative. This positive result indicates that the mosque is still getting clean income even though the result is not large and tends to be small. There are many reasons why mosques do not seek clean income. Starting from not important net income for mosques because mosques should spend more money to increase operations than increase net income to maintenance of facilities that must be optimized so that a lot of funds are used for mosque operations. The description above indicates that the fiscal performance ratio 2 at mosques is still within reasonable limits because of the small number of these ratios.

Based on the results of data analysis and discussion of the public support ratio of 1 with an average result of 10.4%, it can be interpreted that the Jami 'Al-Nizham Mosque from the total income of only 10.4% came from voluntary funds for the last 5 years. Voluntary funds that are below 50% of total income indicate that the mosque is focused on seeking funds that come from operations and services without depending on the amount of voluntary funds. Relieving dependence on voluntary funds can make mosques no longer worry or rely on voluntary funds to operate mosques. This also has an impact on mosque services and facilities which could increase despite the uncertainty rate caused by voluntary funding. All mosque operations and work programs no longer depend on the large amount of voluntary funds that mosques receive. The description above shows that the public support ratio of 1 to the mosque is in good condition.

Based on the results of data analysis and discussion of the public support ratio 2 with an average result of 10.4%, it can be interpreted that the Jami 'Al-Nizham Mosque has expenses that are only funded by 10.4% of voluntary funds. It is the same as the results of the analysis of the public support ratio 1 that this shows that mosque operations do not depend on voluntary funds. Mosques still receive voluntary funding but do not make voluntary funds the main source of mosque funding. This incident occurred within 5 years, which means that the mosque has become fundamentally strong, so that what is done is the level of facilities being raised and services. A mosque that is fundamentally strong will give birth to many and interesting work programs so that people can experience the function of the mosque apart from being a place of worship for Muslims. This indicates that the public support ratio of 2 for the mosque is in good condition.

Based on the results of data analysis and discussion of fundraising efficiency ratio with an average result of 468.64, it can be interpreted that the Jami 'Al-Nizham Mosque is able to get funds without having to pay the equivalent of the funds obtained for 5 years. This indicates that the community will continue to provide funds to the mosque without having the mosque campaign to raise funds. Something positive for an institution especially a mosque. A good image of the mosque and also having the ability to manage people's finances is good will get trust in the community. So it can be said that it is natural that mosques get funds that are many times higher than the costs incurred to raise funds. Moreover, the mosque has a work program that is right on target and transparent reporting. These points should be aware of the mosque management. That way the mosque is not only a place of worship but a centre of Islamic civilization where it is the dream of every Muslim. The description above suggests that the efficiency ratio of raising funds at mosques is very good.

Based on the results of data analysis and discussion of the cash reserve ratio with an average yield of 0.08, it can be interpreted that the Jami 'Al-Nizham Mosque has rarely increased their cash reserves for the last 5 years. For other non-profit organizations this may be something dangerous because if a bad incident occurs or there is no income, the organization cannot run its organization for a long time. But things are different with mosques. If the mosque saves a lot of funds, it will be useless because the presence of the mosque is for the community and Muslims. The decision taken by the Jami 'Al-Nizham Mosque not to make reserve cash is a positive signal that the mosque realizes that the money it makes must be spent immediately. By saving a lot of money the mosque will not function. In fact, it will make the surrounding community difficult because they are not assisted by the mosque. Such incidents should be avoided from mosques. By spending the funds obtained is tantamount to rotating the economic cycle of the local community. Especially if you spend funds for work programs that help the community. This is more useful than increasing cash reserves. The description above indicates that the cash reserve ratio at the mosque is in a very good condition.

Based on the results of data analysis and discussion of the program efficiency ratio with an average yield of 20.6%, it can be interpreted that the Jami 'Al-Nizham Mosque has a work program of around 20.6% of all mosque expenditures for 5 years. The cost of spending their work program

which always increases every year means that the mosque adds to its work program or adds targets for its work program to be wider. By keeping the cost of the work program at that figure, the mosque means not forgetting the social duties it carries. Although during the last 5 years the graph has decreased, this is due to the large number of operational costs incurred by the mosque. The description above shows that the program efficiency ratio at the mosque is still in good condition.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the analysis and discussion of the analysis of the financial performance of non-profit organizations at Masjid Jami 'Al-Nizham Kec. Cempaka Putih, then the following conclusions can be drawn:

1) Fiscal Performance Ratio

a. On the ratio of fiscal performance 1 (total income / total assets) at Masjid Jami 'Al-Nizham Kec. Cempaka Putih got an average result of 0.233, which means that every Rp. 1 fund that is rotated by the mosque in the form of assets can get funds of Rp. 0.233 in the last 5 years, the results of this ratio show that the Masjid Jami 'Al-Nizham is able to manage its assets to get funds optimally even though the main objective is not to raise funds. This indicates that the ratio of fiscal 1 performance at the mosque is in good condition based on the description above.

b. On the fiscal performance ratio 2 (total income-total expenditure / total assets) at Masjid Jami 'Al-Nizham Kec. Cempaka Putih gets a positive average result (0.001) which indicates that every Rp. 1 fund rotated by the mosque in the form of assets can get a net income of Rp. 0.001 in the last 5 years, meaning that the mosque has a net income which is used as an asset even though the value is not large. This is because mosques are not institutions that aim to get a lot of net income. The description above indicates that the fiscal performance ratio 2 at mosques is still within reasonable limits because of the small number of these ratios.

2) Public Support Ratio

a. On the public support ratio of 1 (total contribution / total income) at the Jami 'Al-Nizham Mosque, Cempaka Putih District, the average result is 10.4% which indicates that from 100% of the mosque's income, 10.4% comes from donations, donations, and alms during In the last 5 years, the results of this ratio show that the Jami 'Al-Nizham Mosque does not rely on voluntary funds to generate income. The largest income comes from rental services performed by the Jami 'Al-Nizham Mosque. The description above shows that the public support ratio of 1 to the mosque is in good condition.

b. On the public support ratio of 2 (total contribution / total expenditure) at Masjid Jami 'Al-Nizham Kec. Cempaka gets an average result of 10.4% which indicates that of 100% of mosque expenditure, as much as 10.4% comes from donations, donations and alms, the results of this ratio show that the expenditure of Masjid Jami 'Al-Nizham does not depend on voluntary funds. So it can be said that the Jami 'Al-Nizham Mosque will continue to operate and carry out its work program without having to worry about the amount of voluntary funds it will receive. This indicates that the public support ratio of 2 for the mosque is in good condition.

3) On the fundraising efficiency ratio (total income / cost of collecting funds) at Masjid Jami 'Al-Nizham, Kec. Cempaka Putih gets an average value of 468.64 which indicates that every Rp. 1 expense incurred to get funds can generate income of IDR 465.64 for the last 5 years, the result of

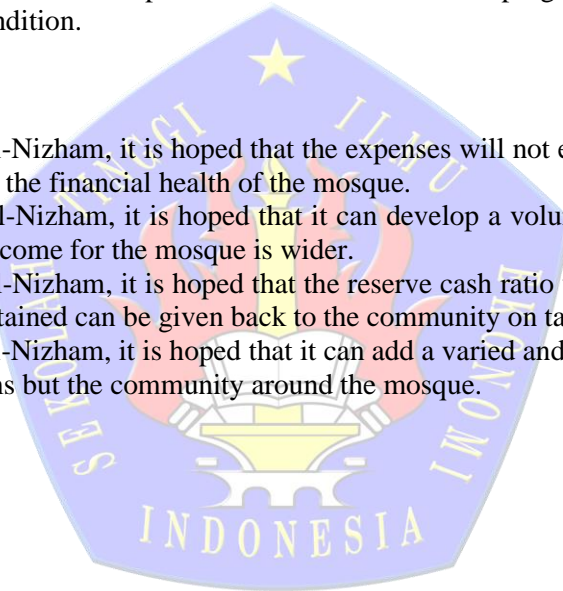
this ratio shows that the Jami 'Al-Nizham Mosque got more funds than the costs incurred to raise funds. The description above suggests that the efficiency ratio of raising funds at mosques is very good.

4) On the ratio of cash reserves (cash and cash equivalents / total expenditures) at Masjid Jami 'Al-Nizham Kec. Cempaka Putih for 5 years gets an average value of 0.08, the results of this ratio show that the Jami 'Al-Nizham Mosque can last for 28 days without any income. This means that the mosque does not intend to have a lot of spare cash so that the funds obtained do not stop at the mosque but are directly allocated to the mosque's work or operational program. The description above indicates that the cash reserve ratio at the mosque is in a very good condition.

5) On the program efficiency ratio (total program cost / total expenditure) at Masjid Jami 'Al-Nizham Kec. Cempaka Putih gets an average score of 20.6% which indicates that out of 100% of the expenditure, as much as 20.6% comes from the mosque work program for the last 5 years, the results of this ratio show that the Jami 'Al-Nizham Mosque has a program value that is not small from the total expenditure. mosques, although the mosque's operational costs still dominate the total expenditure of the mosque. The description above indicates that the program efficiency ratio at the mosque is still in good condition.

5.2. Suggestion

- 1) For Masjid Jami 'Al-Nizham, it is hoped that the expenses will not exceed the income earned in order to maintain the financial health of the mosque.
- 2) For Masjid Jami 'Al-Nizham, it is hoped that it can develop a voluntary funding medium so that the source of income for the mosque is wider.
- 3) For Masjid Jami 'Al-Nizham, it is hoped that the reserve cash ratio will not increase too high so that the funds obtained can be given back to the community on target.
- 4) For Masjid Jami 'Al-Nizham, it is hoped that it can add a varied and beneficial work program for not only Muslims but the community around the mosque.



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