VALUE-BASED COMMUNICATION STRATEGIES AND INSTITUTIONAL IMAGE FORMATION IN ISLAMIC PHILANTHROPY

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Abstrak

Studi ini meneliti bagaimana lembaga filantropi Islam membangun citra organisasi mereka melalui strategi komunikasi berbasis nilai, dengan studi kasus BAZNAS Provinsi Lampung. Berfokus pada integrasi komunikasi digital, nilai-nilai Islam, dan transparansi dalam pengelolaan zakat, penelitian ini mengidentifikasi tiga mekanisme strategis inti: (1) memanfaatkan platform digital untuk menyebarluaskan informasi program dan laporan keuangan, (2) memperkuat pesan yang berlandaskan prinsip-prinsip Islam, dan (3) menerapkan praktik transparansi untuk meningkatkan kepercayaan publik. Mekanisme-mekanisme ini secara kolektif membentuk citra lembaga sebagai lembaga yang dapat dipercaya, profesional, dan adaptif terhadap perkembangan teknologi. Temuan ini berkontribusi pada teori komunikasi strategis dalam filantropi Islam dengan menyoroti model yang mengintegrasikan nilai-nilai agama dengan transparansi digital, dan menawarkan panduan praktis bagi organisasi filantropi yang berupaya memperkuat legitimasi kelembagaan dan keterlibatan publik.

Kata kunci: *Strategi Komunikasi; Citra Institusional; Filantropi Islam; Media Digital*

Abstract

This study examines how Islamic philanthropic institutions build their organizational image through value-based communication strategies, using The National Board of Zakat Lampung Province as a case study. Focusing on the integration of digital communication, Islamic values, and transparency in zakat management, the research identifies three core strategic mechanisms: (1) leveraging digital platforms to disseminate program information and financial reports, (2) reinforcing messages grounded in Islamic principles, and (3) applying transparency practices to enhance public trust. These mechanisms collectively shape the institution's image as trustworthy, professional, and adaptive to technological developments. The findings contribute to the theory of strategic communication in Islamic philanthropy by highlighting a model that integrates religious values with digital transparency and offering practical guidance for philanthropic organizations seeking to strengthen institutional legitimacy and public engagement.

Keywords*: Communication Strategy; Institutional Image; Islamic Philanthropy; Digital Media*

INTRODUCTION

The phenomenon of Islamic philanthropy in Indonesia has experienced rapid growth over the past two decades, alongside increasing public awareness of zakat,

infaq, sadaqah, and waqf (ZISWAF) practices as instruments for strengthening social welfare (Yulianti et al., 2022). As the country with the largest Muslim population in the world, Indonesia has significant potential for ZISWAF fundraising. However, actual fundraising has only reached a small portion of this potential (Luntajo & Hasan, 2023; Baznas, 2022). This gap poses a strategic challenge for the management of Islamic philanthropy, particularly in building public trust and enhancing the positive institutional image of zakat management organizations.

The communication strategy plays a central role. Communication functions not only as a means of conveying information but also as a medium for shaping public perceptions and fostering a positive institutional image (Winarto et al., 2023). Although abstract, an institutional image is a strategic asset that can enhance legitimacy and encourage public participation in channeling donations through philanthropic institutions (Danel et al., 2023; Kasri & Putri, 2018). The effectiveness of public communication has become increasingly crucial in the digital era, where social media and online platforms serve as primary channels to expand information reach, enhance transparency, and strengthen institutional reputation (Khairuddin et al., 2024).

The National Board of Zakat Lampung, as a non-structural government institution, has a mandate to collect and distribute ZIS in Lampung, as well as to implement community empowerment programs in the economic, educational, social, and da'wah sectors. Despite being recognized as professional and trustworthy, the institution faces several challenges, including low public literacy regarding zakat, diverse perceptions of program effectiveness, limited human resources in public communication, and the need to align national communication strategies with local characteristics. This situation highlights the necessity for creative, consistent, and Islamically value-based communication strategies to maintain a strong institutional image and enhance public trust.

Previous studies indicate that communication strategies are key factors in shaping the image of Islamic philanthropic institutions. These studies emphasize the importance of clear, participatory, digitally adaptive, and institutionally value-aligned communication (Darajat & Rahmi, 2024; Meidina, Puspita , et al., 2023; Ramadoni & Kurnia, 2023). However, most existing research remains descriptive or confined to the national context, thus providing a limited understanding of communication strategies at the provincial level that are adapted to local socio-cultural conditions.

This gap constitutes the focus of the present study. This research aims to analyze the communication strategies of Baznas Lampung Province in building the institutional image of Islamic philanthropy, identify supporting and inhibiting factors, and assess their effectiveness in enhancing public trust. Consequently, the study is expected to contribute both conceptually and practically to the understanding of Islamically value-based communication strategies for

philanthropic institutions, while also serving as an evaluative resource and providing recommendations for local zakat management organizations.

METHOD

This study employs a qualitative case study design to analyze the communication strategies of The National Board of Zakat for Lampung Province in building its institutional image as an Islamic philanthropic organization. A case study approach is appropriate because it allows for an in-depth examination of complex social phenomena within their real-life context (Creswell & Creswell, 2018). This design enables the researcher to explore not only the communication strategies implemented but also the dynamics, patterns, supporting and inhibiting factors that influence their effectiveness. The study involved 5 purposively selected informants considered information-rich for the research objectives (Patton, 2014). The informants included: (1) the leadership of The National Board of Zakat for Lampung Province (1 persons), (2) staff responsible for communication and public relations (1 persons), and (3) active donors who frequently engage with the institution (3 persons). Selection criteria included strategic role in institutional communication, minimum one year of experience in the organization, and active involvement in institutional programs or decision-making. These informants were considered capable of providing detailed, contextual insights into the communication practices of the institution.

Primary data were obtained through semi-structured in-depth interviews, focusing on the planning and implementation of communication strategies; use of digital media and transparency practices; integration of Islamic values in communication; perceived effectiveness of strategies in shaping institutional image and public trust. Observations were conducted on communication activities, including social media content dissemination, community engagement programs, and public events. Document analysis included annual reports, activity reports, official publications, financial statements, and digital media outputs, serving as supporting evidence to triangulate interview and observational data (Moleong & Surjaman, 2019)

Data were analyzed using (Miles et al., 2018), which emphasizes contextual interpretation rather than procedural steps. The stages included 1) data reduction, selecting and organizing information relevant to communication strategies, supporting and inhibiting factors, and institutional image; 2) data display, presenting data descriptively to reveal patterns, relationships, and recurring themes; 3) conclusion drawing and verification, continuously interpreting findings in relation to the research objectives and cross-checking through triangulation. The study applied multiple strategies to ensure credibility and trustworthiness. Source triangulation. comparing perspectives of leadership, staff, and donors. Method

triangulation, combining interviews, observations, and document analysis. Member checking, verifying interpretations with selected informants to confirm accuracy.

RESULTS AND DISCUSSION

This study confirms that the communication strategy implemented by the National Board of Zakat for Lampung Province is directed at utilizing digital technology as the main means of building the image of Islamic philanthropic institutions. The communication approach is not only understood as the delivery of institutional information, but also as an effort to build public trust through transparency, ease of service, and consistency with Islamic values. This strategy demonstrates the institution's adaptation to technological developments and changes in people's behavior in the distribution of Zakat, Infaq, and alms.

Interviews with the leaders and managers of The National Board of Zakat for Lampung Province show that digitization is positioned as an institutional necessity. The development of a digital office is a top priority in conveying information to the public. The official website serves as a centre for institutional communication, providing information on the collection and distribution of funds, program reports, and online zakat payment services. This information is updated regularly so that it can be accessed openly by the public. In addition to websites, social media such as Instagram and TikTok are used as strategic tools to reach a wide audience, especially younger audiences. Social media is used to publish social activities, zakat education, and donation campaigns with visual content that is easy to understand. Although the medium for delivering messages has changed, the substance of the message remains based on normative Islamic values derived from the Qur'an and Hadith.

Digitalization is not only a communication tool, but also a symbolic strategy for building legitimacy

Interview findings indicate that the National Board of Zakat for Lampung Province positions digital technology as the primary infrastructure of institutional communication and public service. Digitalization is not treated merely as a technical adaptation, but as a strategic necessity in responding to contemporary public expectations of openness and accessibility. The head of the institution stated:

> "Nowadays, the public trusts more when information on zakat management can be accessed online and openly." (K1)

This statement reflects the institutional perception that online accessibility strengthens public confidence. The official website functions as the central communication hub, providing information on the collection and distribution of zakat, infaq, and sadaqah funds, along with updated program reports. Digital services also include online zakat payment facilities and zakat calculation simulations, indicating the integration of communication and service functions within one digital system. Social media platforms such as Instagram and TikTok

complement the website by reaching broader, younger audiences. As noted by the public relations staff:

> "For the younger generation, Instagram and TikTok are more effective because they rarely come directly to the office." (H1)

These platforms are used to disseminate program information, educational content, and campaign messages in visually simplified formats. Overall, digitalization forms the structural foundation of institutional communication and shapes the perception of the National Board of Zakat as adaptive and modern. As shown in Figure 1, the National Board of Zakat for Lampung Province uses digital media as a central channel for institutional communication, conveying information on the collection and distribution of zakat funds.
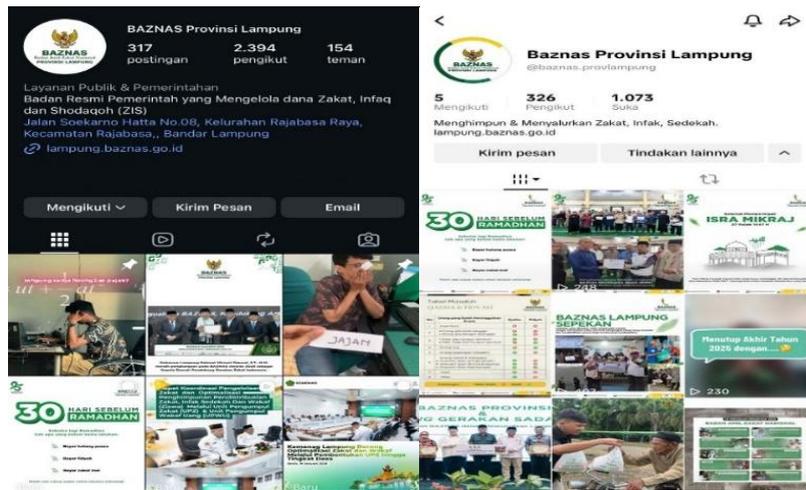

Figure 1. the National Board of Zakat for Lampung Province's TikTok and Instagram Social Media Accounts

The National Board of Zakat for Lampung Province's communication planning is carried out systematically through the preparation of publication materials, including public information, institutional news, and social program promotions. Based on the interview results, the communication materials not only contain factual information but also include educational and persuasive elements to shape attitudes and raise public awareness of the importance of zakat and Islamic philanthropy. The communication function is not positioned merely as an administrative activity, but as a strategic means of strengthening relations between the institution and the Muzaki and the wider community. The use of digital media, particularly the official website, also supports the transformation of Islamic philanthropy services into a more efficient, transparent, and accountable system by providing online zakat payment services, zakat calculation simulations, and documentation of fund distribution programs. As shown in Figure 2.

Figure 2. The National Board of Zakat for Lampung Province Website

The communication strategy is also realized through the development of structured and sustainable social campaigns. Campaigns are understood as a series of Persuasive messages designed to support the institution's main message and encourage behavioral change in the community. The National Board of Zakat for Lampung Province distinguishes between large and small campaigns. Large campaigns are aimed at long-term goals, such as establishing the habit of paying zakat regularly, while small campaigns provide support by offering technical explanations and convenient services to the community.

One of the major campaigns carried out is the income zakat campaign. This campaign begins with the dissemination of basic knowledge on zakat obligations, sources of income subject to zakat, and *nisab* provisions in accordance with Islamic law. Once understanding has been established, the campaign message is developed by emphasizing the benefits of zakat, such as the purification of wealth, the blessing of income, and the acceleration of aid distribution to *mustahik*. This campaign was reinforced by a smaller campaign that provided a digital zakat calculator, making it easier for the public to calculate their zakat obligations independently. The series of campaign messages concluded with a clear call to action for the public to pay their zakat immediately through the official National Board of Zakat channels.

Consistency of messages is maintained through a persuasive and educational communication approach. The language used is polite, non-patronizing, and non-coercive, so that the community can receive the message comfortably. Sharia values are the main foundation in the selection of diction, visuals, and documentation of activities. The publication of activities pays attention to Islamic ethics, such as maintaining the dignity of aid recipients, avoiding the visual exploitation of the *mustahik*, and displaying the institution's identity proportionally. This approach strengthens the National Board of Zakat' image as an ethical and responsible Islamic philanthropic institution.

The National Board of Zakat for Lampung Province's communication strategy also emphasizes transparency and openness of information as part of its efforts to build public trust. Reports on the collection and distribution of funds are published periodically on the official website for wider community access. This openness

provides the public with a clearer understanding of the flow of zakat fund management. In addition, responses to questions and feedback from the public are conducted through digital media as a form of responsive, humanistic two-way communication, so that the institution does not appear closed or difficult to reach.

Field observations show that digital-based communication strategies influence *muzaki's* behavior in distributing donations. During the observation period, no direct donation activities were found at the National Board of Zakat office in Lampung Province. All fund collection was carried out through an online system, with 33 transactions recorded from *Muzaki* Civil Servants on the date of observation. These findings indicate that digital communication and online services provided by the National Board of Zakat have formed a new habit among the community in distributing zakat, infaq, and alms online. This pattern reflects the institution's success in adjusting its communication strategy to technological developments and the preferences of modern society.

The communication strategy implemented also shows adjustments to the characteristics of *muzaki*, particularly the State Civil Apparatus, as the main contributor group. The communication pattern is designed to ensure ease of service, clarity of information, and transaction certainty. The delivery of messages via digital systems enables *Muzaki* to receive payment notifications, access donation history, and view program information on an ongoing basis. This approach strengthens the institutional relationship between the National Board of Zakat for Lampung Province and *muzaki*, as communication does not stop at fundraising but continues with information on the use of distributed funds.

In addition, the integration between communication strategies and digital service systems has changed the pattern of interaction between institutions and the community. Communication no longer depends on face-to-face interaction, but takes place through online platforms that are fast and flexible. This condition provides time and cost efficiency for both institutions and muzaki. On the other hand, this shift requires consistency in the quality of information and in the readiness of human resources to manage digital communication. Thus, the communication strategy of the National Board of Zakat for Lampung Province not only helps build the image of Islamic philanthropic institutions but also forms a zakat service system relevant to the needs of the community in the digital era. The normative basis of this strategy is derived from the teachings of the Qur'an, which regard zakat as an instrument for purifying wealth and as a social responsibility of Muslims.

Digital Transparency as a Mechanism for Building Institutional Trust

The research results show that transparency is a key foundation of the National Board of Zakat's strategy for building and maintaining public trust in Lampung Province. Transparency is not merely an administrative obligation but a communication mechanism consciously designed to demonstrate accountability in

zakat fund management to the public. Interviews with the institution's leadership emphasized that data transparency is a key principle in managing institutional communication. The informant stated:

> "We disclose data on the collection and distribution of funds so that the public knows where their zakat is being distributed." (K1)

This statement demonstrates that transparency is understood as a form of accountability that must be accessible and understood by the public. Data on fund collection and distribution are published regularly on the institution's official website, allowing the public to monitor the amount of funds collected, the programs implemented, and the disbursements made to those entitled to receive zakat. This publication establishes an open and sustainable communication pattern. In addition to financial reports, transparency is also demonstrated in the delivery of detailed program information. Each zakat distribution activity is communicated by explaining the type of assistance, the location of implementation, and the beneficiary groups. The presentation of this information creates a connection between the funds collected and the resulting social impact. Thus, zakat payers not only know that the funds have been distributed but also understand the concrete benefits received by the *mustahik*.

Digital media also serves as a space for clarification and public response. Questions or comments submitted via social media receive responses from managers. This responsiveness demonstrates that transparency extends beyond data publication to include openness to dialogue. This two-way interaction reinforces the perception that the institution is willing to be monitored and evaluated by the public. Field observations further corroborate this finding. During the observation period, all recorded zakat transactions were conducted online, with no in-person payments at the office. The digital system allows for a clear transaction track record, including proof of payment and notification of fund receipt. This mechanism demonstrates that transparency is integrated with the service system, allowing each transaction to be systematically documented. From an Islamic perspective, the transparency practices observed align with the principles of trustworthiness and accountability. The Quran, in Surah An-Nisa, verse 58, affirms:

اِنَّ اللّٰهَ يَأْمُرُكُمْ اَنْ تُؤَدُّوا الْاَمٰنٰتِ اِلٰٓى اَهْلِهَاۙ وَاِذَا حَكَمْتُمْ بَيْنَ النَّاسِ اَنْ تَحْكُمُوْا بِالْعَدْلِۗ اِنَّ اللّٰهَ نِعِمَّا يَعِظُكُمْ بِهٖۗ اِنَّ اللّٰهَ كَانَ سَمِيْعًا ۢ بَصِيْرًا

"Indeed, Allah commands you to deliver trusts to those entitled to them". (QS. An-Nisa [4]: 58)

This verse indicates that the management of funds entrusted to the community must be carried out responsibly and in an accountable manner. This principle of

trustworthiness is reflected in the institution's efforts to disclose information about the management of zakat funds to the public.

Islamic Values as Moral Framing in Communication Strategies

The research findings indicate that Islamic values serve not only as a normative background but also as the primary moral framework that systematically shapes the direction, content, and ethics of the National Board of Zakat for Lampung Province's communications. These values serve as a conceptual foundation that determines how messages are formulated, how programs are explained, and how relationships with the public are built. Interviews with the agency's leadership emphasized that all communication messages remain rooted in the Quran and Hadith. This statement reflects the persistence of the message's legitimacy despite the development of digital communication media. Messages conveyed to the public are always linked to the obligation of zakat as a religious command, not merely as an administrative obligation or a form of social donation. Thus, the communication structure has a strong spiritual dimension.

The value of trustworthiness (*amanah*) is one of the most dominant principles in the communication framework. Amanah is interpreted not only as the responsibility for managing funds but also as a moral commitment to maintaining the trust of those who pay zakat. This principle is reflected in the agency's explanation of the zakat collection and distribution process, with language tending to emphasize religious responsibility and the integrity of the administrators. Communication messages are not structured as one-sided claims, but rather as narratives that emphasize that the funds collected are entrusted to the community and must be held accountable morally and religiously. In addition to trustworthiness, the value of social justice also shapes the structure of communication messages. Information regarding zakat distribution programs is always linked to the goal of equitable welfare and economic empowerment of those who are *mustahik* (recipients of zakat). Aid programs are not simply publicized as social activities, but as implementations of the principles of justice in Islam. In the publication narrative, *mustahik* are not portrayed as objects of mercy, but as those who have rights to zakat funds. This framing demonstrates that the institution's communication is structured within a framework of rights and obligations in accordance with Islamic teachings.

The value of social responsibility also shapes the educational orientation of communication. The content produced not only encourages the public to pay zakat but also provides an understanding of its function within the Islamic economic system. Thus, communication goes beyond inviting participation but also encourages increased collective awareness of the role of zakat in social development. This demonstrates that Islamic values are used as an instrument for building public awareness, not merely as a symbol of institutional identity. In digital communication practices, these values are maintained, although the presentation

format is adapted to the characteristics of the media. Social media content conveys religious messages in a more concise, visual format while maintaining normative substance. Quranic verses, hadith, or relevant moral messages are inserted into publicity materials for zakat programs and campaigns. Adaptations occur only in the delivery technique, not in the underlying values of the message.

Value-based communication strategies in Islamic philanthropy show a paradigm shift from conventional approaches to digitally integrated, transparent, and normative-religious communication models. A number of studies confirm that the growth of Islamic philanthropy in Indonesia is not only influenced by the demographic potential of Muslims, but also by institutional capacity to build public trust through strategic communication (Yulianti et al., 2022). A study by Kasri & Putri (2018) shows that the decision of muzakki in distributing zakat is greatly influenced by the perception of professionalism, transparency, and reputation of the institution. These findings are in line with research by Danel et al. (2023) which affirms that institutional credibility and ease of access to services are the main determinants in increasing donor participation. Thus, communication strategies are not just an instrument for delivering information, but a mechanism for forming social and symbolic legitimacy of philanthropic institutions.

In the context of digitalization, various studies highlight the importance of transforming communication media in response to changes in people's behavior. Herman (2017) and Zulfikri (2022) emphasized that the use of social media and digital platforms is able to expand the reach of zakat education while accelerating the fundraising process. Research by Khairuddin et al. (2024) also shows that digital philanthropy contributes significantly to building trust through online reporting systems and easily accessible program documentation. This perspective is strengthened by Setyaningsih et al. (2024) through the Media Richness Theory approach, which explains that Instagram as a media with a rich visual message is able to increase the emotional and rational involvement of audiences in philanthropic issues. Conceptually, digitalization does not only function as a technical tool, but as a symbol of modernity and institutional adaptability in responding to the demands of public accountability.

Other literature also emphasizes that the main strength of Islamic philanthropic communication lies in the integration of sharia values in the framing of messages. Gunawan & Muhid (2022) in their study of da'wah communication bil hal explained that the effectiveness of religious communication is built when the message is not only informative, but also reflects consistency between values and practices. Meidina et al. (2023) added that the revitalization of the meaning of Islamic philanthropy must be oriented towards strengthening collective awareness about social justice and the empowerment of the people. This is in line with Mukhyiddin (2021) who emphasized that fundraising strategies based on trust values and social justice tend to be more accepted by the public than approaches

that are purely economically persuasive. Thus, values such as trust, justice, and social responsibility not only become normative legitimacy, but also become strategic differentiation of Islamic philanthropic institutions in the midst of social sector competition.

Digital transparency then emerged as a reinforcing variable in the formation of an institutional image. Winarto et al. (2023) emphasized that effective public relations management in building an institution's image is highly dependent on information disclosure and message consistency. Research by Rosadi & Anugrah (2025) shows that the regular publication of financial statements and program documentation contributes to the improvement of public reputation and trust. In line with that, Ramadoni & Kurnia (2023) highlight the importance of structured digital campaign design to ensure the continuity of messages between zakat education, invitation to donations, and fund distribution reporting. This means that transparency is not only an administrative obligation but a communication strategy that strengthens the perception of professionalism and accountability.

The formation of the image of Islamic philanthropic institutions rests on three main pillars: the digitization of communication, the internalization of Islamic values, and institutional transparency. The three intertwine to form a communication ecosystem that is not only technically effective but also morally and institutionally strong. This model shows that the success of philanthropic institutions in increasing public participation is greatly influenced by their ability to integrate normative legitimacy with digital innovation, so that the image formed is not just symbolic, but a reflection of governance practices that are accountable and socially advantage-oriented.

CONCLUSION AND RECOMMENDATIONS

The findings of this study demonstrate that the National Board of Zakat for Lampung Province's communication strategy for building its institutional image is grounded in value-based message planning, the strategic use of digital media, and the promotion of transparency in zakat management. By consistently conveying messages from the Qur'an and Hadith and publishing information on social programs and financial reports, the institution has been able to shape public perceptions of trustworthiness, professionalism, and accountability. The effectiveness of these strategies is reinforced by supporting factors such as legal legitimacy, digital systems, and sharia-compliant financial audits, while challenges, including varying levels of zakat literacy, limited communication resources, and diverse community characteristics, require ongoing attention. These findings contribute to understanding Islamic philanthropic communication by illustrating how digital media, transparency, and religious values interact to strengthen institutional image and public trust. The study highlights the critical role of structured, value-driven, and digitally mediated communication in modern Islamic

philanthropy, offering both theoretical insights and practical guidance for organizations seeking to enhance their legitimacy and public engagement.

Based on the findings, it is recommended that the National Board of Zakat for Lampung Province continue to develop a more structured and sustainable communication strategy. This includes improving the quality and reach of digital-based zakat education content, optimizing social media platforms to convey consistent institutional messaging, and enhancing human resource capacity in public communication. In addition, increasing zakat literacy through participatory educational programs can further strengthen the public's understanding of the National Board of Zakat's role as a transparent and accountable institution. For future research, similar studies could adopt alternative methodological approaches or explore different regional contexts to provide additional perspectives on the communication strategies of Islamic philanthropic institutions.

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