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**THE INFLUENCE OF DIGITAL ADS, INFLUENCER, AND CUSTOMER RELATIONS MANAGEMENT ON DONATION DECISIONS (STUDY AT MASJID NUSANTARA FOUNDATION)**



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**Abstract**

The rapid development of digital technology has brought substantial changes to marketing strategies, including within the philanthropic sector. Social organizations, such as the Nusantara Mosque, are increasingly adopting various digital marketing tools to enhance donor participation. Among these, Digital Advertising (Digital Ads), Influencer Marketing, and Customer Relationship Management (CRM) are three widely utilized approaches to attract and retain donors. Nevertheless, the effectiveness of each strategy in influencing donation decisions remains insufficiently explored. This study seeks to analyze the extent to which Digital Ads, Influencers, and CRM affect donor decisions to contribute to the Nusantara Mosque. Employing a descriptive quantitative research design, data were collected through questionnaires distributed to 135 active donors of the Nusantara Mosque. The data were then analyzed using multiple regression with the assistance of SPSS 26. The findings indicate that both Digital Ads and CRM exert a positive and significant influence on donation decisions, whereas Influencers do not have a significant effect. Digital Ads contribute to raising awareness and facilitating access to donations, while CRM strengthens the relationship between donors and institutions, ultimately fostering donor loyalty. These insights highlight the importance for philanthropic organizations to design more effective digital marketing strategies. By optimizing Digital Ads and CRM, organizations can enhance donor engagement and fundraising performance. Conversely, influencer marketing strategies may need to be refined or integrated with other approaches to achieve a more substantial impact on donor decision-making.

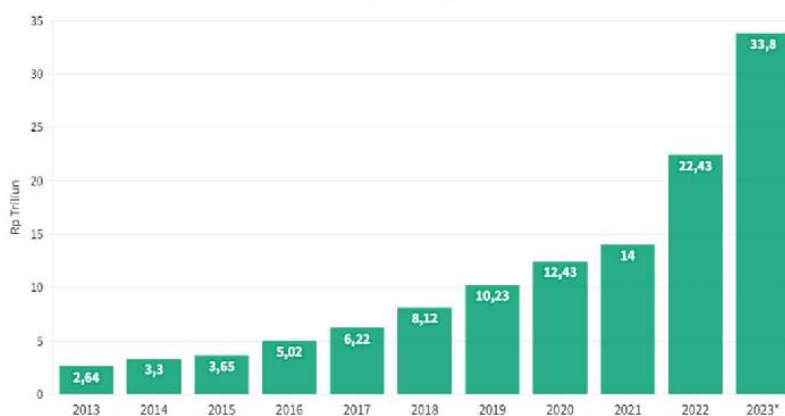
**Keywords:** Digital Ads, Influencers, Customer Relationship Management, Donation Decisions, Philanthropy

## INTRODUCTION

Indonesia has been named the most generous country in the world for four consecutive years by the Charity Aid Foundation (CAF), from 2021 to 2024. Based on the World Giving Index (2024), Indonesia scored a total of 74, the highest among 142 other countries. This index measures several key aspects, such as the level of public concern in helping strangers (66%), willingness to donate (90%), and involvement in volunteer activities (65%) (CAF, 2024). This data confirms that the culture of mutual cooperation and social concern has long been embedded in the values of Indonesian society.

Given this high level of generosity, digital platforms play a vital role in facilitating and expanding the practice of donating. The We Are Social (2024) report shows that mobile phone user penetration in Indonesia has reached 128.8%, while internet user penetration is 66.5% and active social media users have reached 49.9% (WAS, 2024). The level of society's dependence on digital technology, especially social media, opens up great opportunities for the use of digital platforms in various activities, including donating. Helal & Ozuem, (2019) noted that social media not only functions as a communication channel, but also as a means of expression and formation of self-identity, especially for the millennial generation, which makes them different from the older generation.

In line with this, the potential for collecting social religious funds in Indonesia shows an increasing trend. Data from the National Zakat Agency (BAZNAS) reports that the collection of Zakat, Infak, Sedekah (ZIS), and Other Social Religious Funds (DSKL) nationally has experienced a significant increase. In 2022, the total collection reached IDR 22.43 trillion, while in 2023 it is projected to increase to IDR 33.8 trillion, recording a growth of 50.7%. This positive growth was not only seen in one year, but has continued for the past decade, showing the great potential and public trust in social institutions.



**Figure 1.**

### **National ZIS and DSKL Fund Collection 2013-2023**

Source: National Zakat Agency (2023 figures are projections)

One of the institutions that plays an important role in managing DSKL is the Masjid Nusantara. Established in 2012, the Masjid Nusantara focuses its activities on building and renovating mosques in remote areas of the archipelago, as well as providing worship facilities such as prayer mats, mukenas, the Qur'an, sound systems, ablution places, and clean water sources. By the end of 2024, this institution has succeeded in building 236 mosques in various

regions. Along with the increasing scale of fundraising and distribution, there is a need to understand the factors that influence donors' decisions to donate to institutions such as the Nusantara Mosque, especially in today's digital era.

Various previous studies have discussed aspects related to digital marketing. For example, Ramadhan et al., (2024) concluded that the use of digital marketing can increase trust and attract potential donors. Astria & Noor, (2023) found that influencer marketing has a positive and significant effect on purchasing decisions at Elzatta Hijab Garut. Meanwhile, Widyana & Firmansyah, (2021) reported that Customer Relationship Management (CRM) has a positive influence on customer satisfaction of Converse shoe products. However, existing studies have not jointly analyzed the role of Digital Advertising, Influencer Marketing, and CRM in influencing donation decisions, especially in the context of religious-based social institutions such as the Masjid Nusantara.

Based on this research gap, this study aims to examine how Digital Ads, Influencers, and Customer Relationship Management (CRM) influence the decision to donate at the Nusantara Mosque. This study is expected to not only provide practical contributions to fundraising strategies in social institutions, but also provide theoretical contributions that are useful for the development of literature in the field of digital marketing and philanthropy. In addition, the findings of this study are expected to be recommendations for policy makers and practitioners of social institutions in optimizing the use of digital technology to increase the effectiveness of fundraising.

## REVIEW OF LITERATURE

### Theory of Digital Ads

Digital Ads is a method of promoting products and services that utilizes digital distribution channels, such as smartphones, computers, and other digital devices. The increasingly widespread presence of computers and mobile devices makes them an important part of people's lives, especially among millennials (Taken Smith, 2012), Digital Ads are also defined as promotional and marketing efforts for a brand by utilizing digital media (Tamarasari et al., 2021). The rapid development of the internet and technology world has made digital advertising a popular marketing strategy and is widely used by business people around the world. This makes the internet a very potential market. Digital Ads include marketing via the web, mobile devices, and gaming devices, which offers a new approach to the world of advertising (Ardani, 2022).

Marketing research needs to improve understanding of how advertising in the digital environment influences product or service purchasing decisions. Research on digital advertising shows that advertising can influence consumer intentions to search for product information, especially in an era of changing consumer behavior in the purchasing process (Tiruwa et al., 2016). Marketers need to have a clearer understanding of the impact of Digital Ads on consumers across digital platforms. In today's advertising context, research highlights how consumer behavior evolves through digital interactions, such as clicking on ads in the purchase decision-making process. In addition, research also links the value generated from the use of digital advertising to the concept of consumer value creation, which is facilitated by service providers to meet consumer needs (Grönroos & Gummerus, 2014).

Digital advertising has evolved from being a mere online tool-based marketing activity into a strategy aimed at attracting consumers' attention, shaping their preferences, promoting products and brands, retaining customers, and increasing sales (Purwana et al., 2017). According to Chaffey & Ellis-Chadwick, (2019). The objectives of digital advertising include:

1. Increase brand awareness, Disseminate information about products or services to a more specific audience.
2. Target audiences effectively: Use data to target audiences based on demographics, behavior and interests.
3. Increase consumer interaction: Through shareable content, comments and likes.
4. Measure Performance Accurately: Track and analyze ad performance in real-time for more effective adjustments.
5. Increase Sales: Drive increased sales through targeted and personalized ads.

### **Theory of Influencer**

One of the factors of successful marketing through social media is the use of influencer marketing. Among social media users, there are figures who have great influence, who are then called influencers. They have an important role in influencing customer decisions (Gunawan, 2021). According to Sudha & Sheena (2017), Influencer marketing is the process of identifying and activating individuals who have influence over a specific target audience to become part of a product campaign. The main goal of this strategy is to increase reach, sales, and consumer engagement. However, choosing an influencer is not as easy as it seems. There are several aspects and considerations that must be considered before determining the right influencer for a marketing campaign. In the explanation above, influencer marketing has several dimensions and indicators, including:

#### **1. Credibility**

According to Cornwell & Katz, (2020), credibility refers to the level of trust and confidence given in marketing communications. Credibility is a key factor in determining the effectiveness of the message received and the extent to which the message can influence the audience. Credibility is often related to indicators including: Expertise, Reputation, and Experience.

#### **2. Engagement**

According to Veirman et al., (2017), engagement in the context of influencer marketing on social media refers to the level of interaction, involvement, or participation of the audience towards content, brands, or accounts on a particular platform. Engagement reflects how active the audience is in responding to messages conveyed by influencers, which ultimately affects the effectiveness of digital marketing strategies, so engagement indicators include: Likes, Comments, Shares.

#### **3. Relevance**

According to Sokolova & Kefi, (2020), relevance in influencer marketing refers to the level of suitability or relevance of information, messages, products, or content to the needs, interests, or situations of a particular audience. In their research, it was found that demographic and psychological similarities between influencers and target audiences can strengthen the effectiveness of influencer marketing. Indicators of relevance include: Interest Relevance, Psychographic Relevance.

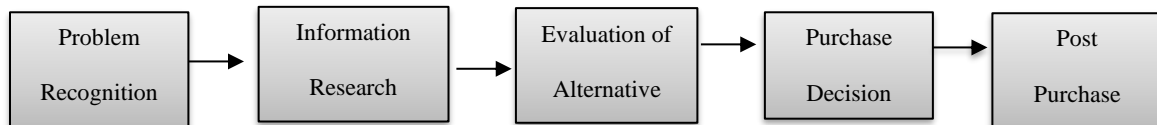
### **Theory of Customer Relationship Management**

According to Surgiani, Pramana dan Puspita (2015) in Pradany & Fahrullah, (2020), Customer Relationship Management (CRM) is an important guide for companies in building and strengthening relationships with customers and creating a positive image for the company. Lisa Spiller (2022) defines CRM as a comprehensive approach to creating, maintaining, and expanding relationships with customers. Meanwhile, according to Kotler & Armstrong, (2016), CRM is the process of building and maintaining long-term, profitable relationships with customers by providing valuable and satisfying services to them. In general, companies can develop relationships with their customers through three main approaches, namely: a). financial benefit, b). social benefit, c). structural ties.

### **Theory of Donation Decision**

According to Kotler & Armstrong, (2016) consumer purchasing decision behavior refers to the final purchasing behavior of consumers, both individuals and households, who purchase goods and services for personal consumption. In other words, these purchasing decisions reflect how consumers choose and purchase products or services based on their needs and preferences. Meanwhile, according to Sciffman & Kanuk, (2017) purchasing decision is a selection process between two or more choices, namely making a purchase or not making a purchase. This process includes various aspects, such as what to buy, when to buy, where to buy, and how to buy it.

According to (Sumarwan, 2011) the purchasing decision process is a series of activities consisting of several stages in determining the action of purchasing a good or service. This process describes how consumers recognize their needs, seek information, evaluate alternatives, and finally decide to buy or not buy a product. Meanwhile, according to Kotler and Keller (2016:195) there are several stages in the consumer purchasing decision process, as follows:



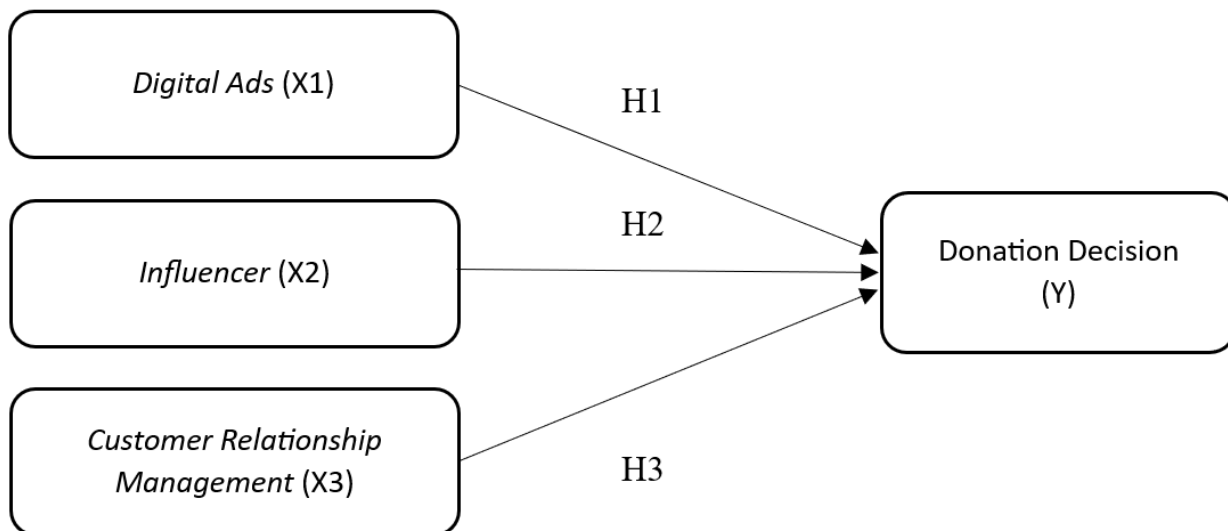
**Figure 2.**

### **Purchase Decision Process**

Source: Kotler dan Keller (2016)

## **RESEARCH METHOD**

This study uses a descriptive method with a quantitative approach. This method is based on the philosophy of positivism and is used to research a particular population or sample. Data collection is carried out using research instruments, while data analysis is quantitative or statistical in nature with the aim of testing the established hypothesis (Sugiyono, 2019). The population in this study were consumers or donors who donated at the Nusantara Mosque. The sampling technique used the purposive sampling method, with a sample size of 135 respondents. Data collection in this study used questionnaires distributed to respondents. While the analysis method used was multiple regression analysis with the help of the SPSS application.



**Figure 3. Research Framework**  
 Source: Author's, 2025

**RESULTS AND DISCUSSION**

This section displays the results of statistical data analysis processed using SPSS software. The data used in this study are data from distributing questionnaires to respondents who are donors of the Masjid Nusantara. Statistical tests carried out include normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, T tests, F tests, and coefficients of determination.

**Normality Test**

The normality test in this study aims to evaluate whether the distribution of the regression model, both for dependent and independent variables, follows a normal distribution. One of the methods used for the normality test is the Kolmogorov-Smirnov. Decision making in this test is based on the significance value, with the provision that if the significance value  $\geq 0.05$ , then the data is considered to be normally distributed. Conversely, if the significance value  $\leq 0.05$ , then the data is considered not to follow a normal distribution.

**Table 1.**  
**Data Normality Test**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual	
N		135	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	2.98399977	
	Most Extreme Differences	Absolute	.053
		Positive	.037
		Negative	-.053
Test Statistic		.053	

Asymp. Sig. (2-tailed)	.200 <sup>c,d</sup>
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- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: SPSS Data Processing, 2025

Based on the data in Table 1 above, it is known that the Asymp. Sig. (2-tailed) value is  $0.200 > 0.05$ . So, according to the basis for decision making, based on the data normality test with Kolmogorov-Smirnov above, it can be interpreted that the regression residual data is normally distributed.

**Multicollinearity Test**

Multicollinearity analysis is a data testing model that aims to determine the correlation or linear relationship between independent variables in a study. To determine the presence of these symptoms, it can be seen from the Tolerance and Variance Inflation Factor (VIF) values. The basis for taking the determination is as follows:

- a)  $VIF \geq 10.00$ , then there is multicollinearity between the independent variables.
- b)  $VIF \leq 10.00$ , then there is no multicollinearity between the independent variables.
- c)  $Tolerance \leq 0.10$ , then there is multicollinearity between the independent variables.
- d)  $Tolerance \geq 0.10$ , then there is no multicollinearity between the independent variables.

**Table 2.**  
**Multicollinearity Test**  
**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Digital Ads	.552	1.810
	Influencer	.614	1.629
	Customer Relationship Management	.716	1.397

a. Dependent Variable: Donation Decision

Source: SPSS Data Processing, 2025

Based on Table 2, it can be seen that all independent variables have a Tolerance value of more than 0.10 and a Variance Inflation Factor (VIF) value of less than 10.00. Specifically, the Digital Ads variable has a Tolerance value of 0.552 and a VIF of 1.810, the Influencer variable has a Tolerance value of 0.614 and a VIF of 1.629, and the Customer Relationship Management variable has a Tolerance value of 0.716 and a VIF of 1.397. Thus, it can be concluded that there is no indication of multicollinearity among the independent variables in this regression model.

**Heteroscedasticity Test**

The heteroscedasticity test aims to detect the existence of inequality of residual variance in the regression model from one observation to another. A good regression model should be free from heteroscedasticity, as tested through the classical assumption test. In this study, the Glejser method is used to test heteroscedasticity. Decisions are taken based on the significance value, where if the significance value  $\geq 0.05$ , it can be concluded that there is no heteroscedasticity in the regression model.

**Table 3.**  
**Heteroscedasticity Test**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.158	1.459		2.165	.032
	Digital Ads	-.079	.048	-.192	-1.652	.101
	Influencer	.059	.039	.166	1.509	.134
	Customer Relationship Management	.005	.050	.011	.109	.914

a. Dependent Variable: ABS\_RES

Source: SPSS Data Processing, 2025

Based on Table 3, it can be seen that the Digital Ads variable has a significance value of 0.101 ( $\geq 0.05$ ), the Influencer variable has a significance value of 0.134 ( $\geq 0.05$ ), and the Customer Relationship Management variable has a significance value of 0.914 ( $\geq 0.05$ ). Since all significance values are greater than 0.05, it can be concluded that there is no heteroscedasticity in this regression model. Thus, the regression model used is considered valid and feasible to predict the influence of independent variables on the dependent variable.

**Autocorrelation Test**

Autocorrelation analysis aims to detect whether or not there is a correlation symptom between usage errors in period t and errors in the previous period (t-1) in the research data. In this study, to see the autocorrelation symptom with the Durbin Watson model. The basis for decision making in the Durbin Watson model uses the formula  $DU < DW < 4 - DU$ .

**Table 4.**  
**Autocorrelation Test**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 <sup>a</sup>	.519	.508	3.018	1.915

a. Predictors: (Constant), Customer Relationship Management, Influencer, Digital Ads

b. Dependent Variable: Donation Decision

Source: SPSS Data Processing, 2025

Based on Table 4, it is known that the Durbin-Watson (DW) value is 1.915. This value is then compared with the critical value of Durbin-Watson at a significance level of 0.05 (5%). Based on the decision-making rules in the Durbin-Watson test, the upper limit (DU) is 1.764, so that the provision  $DU = 1.764 < DW = 1.915 < 4 - DU = 2.236$  applies. Thus, the test results show that this regression model is free from autocorrelation, so that the model can be used validly in further analysis.

**Multiple Regression T Test**

Multiple regression analysis is an approach used to define a mathematical relationship between more than two independent variables and one dependent variable (Yamin & Kurniawan, 2014). This relationship is used to forecast or predict the output value based on certain inputs. In other words, this multiple regression analysis is used to measure and describe the extent to which the independent variable influences the dependent variable, and to determine whether the influence is significant or not (Abdussalam et al., 2025).

**Table 5.**  
**Multiple Regression T Test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.349	2.388		1.822	.071
	Digital Ads	.489	.078	.512	6.275	.000
	Influencer	-.064	.064	-.078	-1.006	.316
	Customer Relationship Management	.419	.082	.364	5.081	.000

a. Dependent Variable: Donation Decision

Source: SPSS Data Processing, 2025

Based on Table 4 above, it is known that the constant value and the multiple linear regression coefficient value for one independent and dependent variable are as follows.

$$\text{Donation decision} = (4.349) + (0.489) \text{ DA} + (-0.064) \text{ IF} + (0.419) \text{ CRM} e$$

Based on the multiple linear regression formula above, it can be stated that the coefficient values are as follows:

1. The constant value is 4.349  
 In this case, it shows that if the independent variables, namely digital ads, influencers, and customer relationship management are constant, then the decision to donate has a positive value, namely 4,349.
2. The Digital Ads coefficient value is 0.489  
 The positive sign indicates a relationship that every increase in digital ads by one unit, then the decision to donate can increase by 0.489. In addition, the p-values show the number 0.000 where  $0.000 < 0.05$ , so it can be stated that digital ads have a significant effect on the decision to donate. So the hypothesis that states digital ads have an effect on the decision to donate is declared accepted.
3. The Influencer coefficient value is -0.064  
 The negative sign indicates a relationship that every decrease in the influencer value by one unit, the decision to donate can decrease by -0.064. In addition, the p-values show the number 0.316 where  $0.316 > 0.05$ , so it can be stated that influencers do not have a significant effect on the decision to donate. So the hypothesis that states that influencers have an effect on the decision to donate is rejected.
4. The Customer Relationship Management coefficient value is 0.419  
 The positive sign indicates a relationship that every increase in customer relationship management by one unit, the decision to donate can increase by 0.419. In addition, the p-values show the number 0.000, where  $0.000 < 0.05$ , so it can be stated that customer relationship management has a significant effect on the decision to donate. So the hypothesis that states customer relationship management has an effect on the decision to donate is declared accepted.

**Simultaneous F Test**

The F test is a statistical method used to assess the influence of independent variables simultaneously on the dependent variable in a regression model. This test helps determine

whether the independent variables together have a significant impact on the dependent variable.

**Table 6.**  
**Simultaneous F Test**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1286.934	3	428.978	47.098	.000 <sup>b</sup>
	Residual	1193.170	131	9.108		
	Total	2480.104	134			

a. Dependent Variable: Donation Decision

b. Predictors: (Constant), Customer Relationship Management, Influencer, Digital Ads

Source: SPSS Data Processing, 2025

Based on the results of the F test in the ANOVA table above, it explains that the regression model used to analyze the relationship between independent variables, namely digital ads, influencers, and customer relationship management, on the dependent variable, namely the decision to donate, is statistically significant. This is evidenced by the F value of 43.098 and the level of significance (Sig.) of 0.000, which is below the threshold of 0.05 ( $0.000 < 0.05$ ).

The high F value with a low level of significance (0.000) indicates that the regression model used is suitable for explaining the dependent variable. In other words, this model is considered effective in predicting donation decisions based on digital ads, influencers, and customer relationship management variables. This means that simultaneously or together, the independent variables, namely digital ads, influencers, and customer relationship management, have a significant influence on donation decisions at the Masjid Nusantara.

#### **Coefficient of Determination Test**

The coefficient of determination analysis is used to measure the extent to which independent variables contribute to dependent variables in a regression model. The magnitude of the coefficient of determination is indicated by the R Square ( $R^2$ ) value and is expressed as a percentage. The higher the  $R^2$  value, the greater the proportion of variation in the dependent variable that can be explained by the independent variables in the model.

**Table 7.**  
**Determination Coefficient Results**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.519	.508	3.018

a. Predictors: (Constant), Customer Relationship Management, Influencer, Digital Ads

Source: SPSS Data Processing, 2025

The Determination Coefficient is used to show how much influence the independent variable plays on the dependent variable in a regression model. Based on Table 7 above, it shows that the test results can obtain an R Square value of 0.519. This indicates that the percentage of the influence of the independent variables, namely digital ads, influencers, and customer relationship management, on the dependent variable, namely the decision to donate, is 51.9%, while the other 48.1% is influenced by other variables that were not tested in this study.

### **The Influence of Digital Ads on Donation Decisions**

Based on the research results, it is known that partially there is a significant direct influence of the Digital Ads variable (X1) on the donation decision variable (Y). This can be proven from the results of the t-test data processing showing a digital ads value of  $6.275 > 1.978$  with a significant value of 0.000, less than 0.05 ( $0.000 < 0.05$ ). Based on the analysis of the influence of digital ads on donation decisions, there are several practical implications that can be applied by non-profit organizations, philanthropic institutions, and digital donation platforms such as optimizing digital advertising content, easy access and efficient donations. By implementing an effective digital ads strategy, non-profit organizations can increase audience engagement, speed up the donation process, and build long-term relationships with donors. The use of appropriate digital technology will increase the chances of success in donation campaigns and ensure a wider social impact. This study supports the results of the research conducted Ramadhan et al., (2024), which concludes that using digital marketing companies can increase trust and attract potential donors to donate.

### **The Influencer Influence on Donation Decisions**

Based on the research results, it is known that partially there is no significant direct influence of the influencer variable (X2) on the donation decision variable (Y). This can be proven from the results of the t-test data processing showing a digital ads value of  $-1.006 < 1.978$  with a significant value of 0.316, greater than 0.05 ( $0.316 > 0.05$ ). The results of the study indicate that influencers do not have a significant influence on donation decisions. This indicates that influencer-based marketing strategies in the context of philanthropy may be less effective or require a more appropriate approach. Therefore, fundraising organizations need to re-evaluate the role of influencers in donation campaigns and adjust strategies to be more relevant to the target audience. In line with the research results Mahendri & Lutfi, (2022), who researched the Influence of Social Media Influencers, Brand Awareness and Brand Image on Ms Glow Purchasing Decisions, this study concluded that the results of the study showed that partially the social media influencer variable had a positive but insignificant influence on purchasing decisions.

### **The Influence of Customer Relationship Management on Donation Decisions**

Based on the research results, it is known that partially there is a significant direct influence of the Customer Relationship Management variable (X3) on the decision to donate variable (Y). This can be proven from the results of the t-test data processing showing a digital ads value of  $5.081 > 1.978$  with a significant value of 0.000, less than 0.05 ( $0.000 < 0.05$ ). This research is in line with the results of research conducted by Widyana & Firmansyah, (2021) who conducted research on the Influence of Customer Relationship Management (CRM) on Customer Satisfaction of Converse Shoe Products. This research concluded that Customer Relationship Management (CRM) has a positive influence on Customer Satisfaction.

The positive and significant influence of Customer Relationship Management (CRM) on donation decisions shows that building good relationships with donors is an important strategy in increasing the amount and frequency of donations. Therefore, philanthropic organizations such as Masjid Nusantara need to implement a more structured CRM approach to maintain and increase donor loyalty. One of the main steps that can be taken is to increase personal and ongoing communication with donors. Using email, WhatsApp, or social media to provide regular information about the impact of donations can strengthen the emotional

connection between donors and institutions. Transparency in the use of funds is also a key factor in building trust, so that regular publication of donation reports can increase donor confidence to continue contributing.

## CONCLUSION

The results of the study show that digital ads and Customer Relationship Management (CRM) have a positive and significant effect on the decision to donate at the Masjid Nusantara, while influencers do not have a significant effect. This indicates that an effective digital marketing strategy and good relationships with donors can increase interest and commitment to donate, while promotions through influencers may need to be further evaluated to be more relevant to the targeted audience. To increase the effectiveness of fundraising, the Nusantara Mosque can optimize digital ads with more interesting content, the right targeting strategy, and retargeting for potential donors. In addition, CRM needs to be strengthened through more personal communication, transparency in the use of funds, and appreciation for donors to increase loyalty. The use of influencers also needs to be adjusted by choosing more relevant figures or involving them more actively in social activities to be more convincing for potential donors. The findings of this study provide an overview for social institutions to continue to improve their performance in fundraising to be more effective and efficient.

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