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Organization Income Performance, ZIS Fundraising: Collaboration Brand Network Configuration between Lazismu & Muhammadiyah Enterprises

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ABSTRACT

nter-organizational networks configured through the Collaboration Brand Network Configuration (Co-BNC) framework demonstrate significant potential in augmenting organizational income and expanding Zakat, Infaq, and Shodaqoh (ZIS) fund collection. Despite the growing importance of ZIS fundraising effectiveness, limited studies have examined how brand collaboration networks mediate the relationship between organizational collaboration and philanthropic income performance in Islamic charitable institutions. This study investigates the Co-BNC model within Muhammadiyah and Lazismu Charity organizations, examining its role in optimizing organizational performance and ZIS fundraising outcomes. A quantitative explanatory approach employing Structural Equation Modeling (SEM) and path analysis was adopted. Data were collected from Amal Usaha Muhammadiyah (AUM) and Lazismu management personnel comprising 42 respondents across 7 AUM units and 6 Lazismu branches in Semarang, analyzed using WarpPLS 7.0. Results demonstrate that Co-BNC significantly enhances ZIS collection through the sequential mediating roles of brand awareness and organizational income performance. ZIS serves as the terminal proxy reflecting revenue generated from Co-BNC-based brand awareness formation between AUM and Lazismu. Optimally configured Co-BNC strengthens mutual brand reinforcement, elevates AUM profitability, expands zakat nisab thresholds, and enables cost-efficient network collaboration across Muhammadiyah institutions, collectively maximizing ZIS fundraising performance.

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INTRODUCTION

In the contemporary landscape of Islamic social finance, the effectiveness of inter-organizational collaboration in driving philanthropic fund collection has become an increasingly important area of inquiry (Wahyudi et al., 2023). Scholarship on organizational collaboration networks suggests that when organizations share ideological, structural, and brand-level resources, they are better positioned to enhance collective income performance and expand the reach of their social impact (Scandelius & Cohen, 2016). Within this broader context, the role of brand awareness as a mediating mechanism between collaboration structures and financial outcomes has received growing attention in both mainstream and Islamic management literature (Sa'diyah & Ardilla, 2024).

Muhammadiyah is a community organization based on the guidelines of the Qur'an and Al-Hadith as the main ideology in carrying out all its activities. This term for internal circles is referred to as "Islamic purification" or return to the teachings contained in the Qur'an and Al-hadith. So that teachings that have no guidance in the basis can be said to be heretical. Muhammadiyah itself appreciates cooperation with all existing organizations, both monetary and non-monetary in nature. However, ideological affairs will change to a closed nature and cannot be influenced by various parties in the matter of enforcing Islamic teachings.

Muhammadiyah develops various activities including monetary activities through Amal Usaha Muhammadiyah (AUM). This forum is useful in facilitating Islamic da'wah and Amar Ma'ruf nahi Munkar which is obtained through the fields of: (1) Education (Muhammadiyah Universities and Schools; (2) Health (Islamic Hospital); (3) Economics (Sharia Banking, Hajj and Umproh, Self-Sufficiency); (4) Social Sector (Orphanage, Mosque). In addition to being functional in obtaining income, Amal Usaha Muhammadiyah (AUM) plays a role in spreading pure Islamic values through a network of work in the form of outlets that are formed. So that this network consciously upholds the values of Islamic purity.

Lazismu (Lembaga Amil Zakat, Infaq, dan Shodaqoh Muhammadiyah), likewise operating under the Muhammadiyah umbrella, serves as the primary institutional vehicle for collecting and distributing ZIS funds. Its mission is aligned with AUM's broader da'wah objectives, and its operations are grounded in the same ideological principles. Together, AUM and Lazismu represent the two institutional pillars of Muhammadiyah's socioeconomic activity, creating a natural basis for inter-organizational brand collaboration.

Social facts derived from the data of the Muhammadiyah Central Executive show that the percentage of Muhammadiyah's ZIS funds has increased by around 11% per year. This shows that the income or receipt of the Muhammadiyah consciously uses the outlets as a reflection in guaranteeing its income. However, if we re-examine the percentage increase in ZIS, the average increase is only around 5.54%. This requires more aggressive marketing by involving waqf fund managers such as LAZISMU in promoting brand value to get even better income.

Several gaps exist in prior research on collaborative brand networks in the context of Islamic organizations. Hasan and Koning (2020) argued that structured collaboration and shared organizational activities play an important role in shaping inter-organizational networks and facilitating collective value creation through sustained relational ties. In contrast, de Vries & Leeflang (2012) found that information configuration in the internal environment significantly and positively affects brand creation, while Algesheimer, Dholakia, & Herrmann (2005) identified a significant negative relationship between configuration information and brand creation. Scandelius & Cohen (2016) demonstrated that incorporating brands in sustainable CSR practices can positively affect brand awareness, whereas Gulati et al. (2012) found that the idea of collaboration has no effect on brand awareness. These contradictions signal that the mechanisms linking collaboration configuration to brand awareness and subsequent income outcomes remain theoretically unresolved, particularly in the Islamic organizational context, which involves distinct ideological and spiritual dimensions not captured in mainstream branding literature.

Prior research on Islamic philanthropic organizations further corroborates this concern: Wahyudi et al. (2023), in their study of performance management at BAZNAS Jombang, demonstrated that institutional governance quality and internal performance management systems are decisive determinants of ZIS collection effectiveness, underscoring the importance of aligning organizational management capacity with fundraising ambition. Sa'diyah and Ardilla (2024), examining the case of Dompet Qur'an Indonesia, established that institutional reputation and the deployment of financial technology-based crowdfunding platforms jointly and significantly predict donation decision-making behavior.

This result shows that the value of the purity of Muhammadiyah Islam as a closed ideology can develop in the Muhammadiyah Charity (AUM) network as brand awareness needs to be further developed. Thus, it will be possible to see a significant increase in the percentage of receipts in the coming years. This shows that brand collaboration can be a driver of brand awareness creation with other wider organizations. This effort can be carried out by the Muhammadiyah and Lazismu networks to increase revenue through brand awareness, namely through the form of brand collaboration.

A work network that can configure organizational value through the Collaboration Brand Network Configuration (Co-BNC) framework holds significant potential for increasing revenue with subsequent impacts on ZIS collection. Based on the identified research gaps and the business phenomenon in Muhammadiyah Business Charity (AUM), this study is guided by three central research questions: (1) How does Co-BNC between AUM and Lazismu affect brand awareness? (2) How does Co-BNC between AUM and

Lazismu affect organizational income performance through brand awareness as a mediator? (3) How does Co-BNC between AUM and Lazismu affect ZIS fundraising through organizational income performance as a mediator?

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Theoretical Foundation: Resource-Based View and Network Theory

This study is anchored in two complementary theoretical frameworks. The Resource-Based View (RBV) posits that organizations can achieve competitive advantages by leveraging unique, valuable, and difficult-to-imitate resources (Barney, 1991). In the context of AUM and Lazismu, their shared ideological foundation, brand heritage, and organizational network constitute a distinctive resource bundle that can be strategically configured to generate superior ZIS fundraising performance. Network Theory, meanwhile, emphasizes that inter-organizational relationships create value through information exchange, trust, and co-creation of brand identity (Black & Veloutsou, 2017; Merz et al., 2009). Together, RBV and Network Theory provide a robust theoretical basis for understanding how Co-BNC, as a strategic resource configuration, generates brand awareness and organizational income performance, which in turn enhance ZIS fundraising outcomes.

Collaboration Brand Network Configuration (Co-BNC)

Co-BNC is operationally defined in this study as a structured inter-organizational collaboration mechanism in which two or more ideologically aligned organizations configure their brand assets, communication channels, and organizational networks to achieve joint brand resonance and mutually reinforcing income performance (Scandelius & Cohen, 2016). Co-BNC encompasses three measurable dimensions: (1) brand honor bond formation, the degree to which collaborating organizations establish mutual brand trust and commitment; (2) brand knowledge harmonization, the extent to which shared values and information are aligned across organizational units; and (3) commendable brand co-creation, the collaborative generation of a positive, ethically grounded brand identity recognizable to external stakeholders. In the AUM–Lazismu collaboration, Co-BNC is facilitated by their common Muhammadiyah ideology, enabling seamless alignment of brand values without incurring prohibitive coordination costs.

Brand Awareness in the Islamic Organizational Context

Brand awareness in this study is operationally defined as the extent to which target stakeholders, donors, consumers, and community members, recognize, recall, and associate positive attributes with the AUM and Lazismu brands. It is measured through three indicators: (1) organizational brand recognition; (2) brand recall in ZIS and social service contexts; and (3) perceived brand trustworthiness. While spiritual values and Islamic ethics undeniably shape brand identity in Muhammadiyah institutions, brand awareness in this study is treated as a distinct construct, separate from theological or spiritual orientation, so as to avoid conceptual overloading. The Islamic dimension is acknowledged as a contextual boundary condition that enhances the salience and credibility of brand messages, rather than being conflated with the brand awareness construct itself.

Brand awareness strategy encompasses the entire process of creation, offering, and value exchange, which in an Islamic context should not be contrary to Islamic contracts and muamalat (business) principles. As long as it can be guaranteed and there is no violation of muamalat principles, all forms of transactions in marketing are allowed. Sula (2004) explained that marketing in sharia is a strategic business that directs the process of creation, offering, and changing values from an initiator to its stakeholders, and the entire process must be in accordance with the principles of muamalah in Islam. Kertajaya (2006) explained that the core value of brand awareness is integrity and transparency, marketers are honest, and buyers make purchase decisions because they meet genuine wants and needs.

Furthermore, in creating information dissemination, there are four things in brand awareness that can be a guideline for organizations in creating strategies: (a) Theistic (Rabbaniyyah); (b) Ethical (Akhlaqiyah); (c) Realistic (Al-Waqiah); and (d) Humanistic (Insaniyyah).

H1: There is a positive and significant influence between Co-BNC (between AUM and Lazismu) and brand awareness.

Organization Income Performance

Organizational income performance in this study refers to the financial outcome realized by AUM and Lazismu as a result of their collaborative brand activities. It is operationally measured through two indicators: (1) revenue efficiency, the ratio of income generated relative to collaboration costs incurred; and (2) revenue growth, the year-on-year increase in total organizational income attributable to brand collaboration activities. This definition deliberately focuses on income-related outcomes rather than broader organizational effectiveness, so as to maintain construct specificity and enable its role as a mediating variable between brand awareness and ZIS fundraising.

The concept of spirituality in the workplace and its effect on organizational performance has been supported by various scholars (Ashmos & Duchon, 2000; Harrington et al., 2001; Milliman et al., 2003). Djafri & Noordin (2016) stated that the practice of spirituality in Muslim organizations will greatly influence the implementation of marketing strategies. Kazemipour et al. (2012) found a significant correlation between spirituality and marketing strategy in terms of personal attitudes, behaviors, and organizational outcomes.

H2: There is a positive and significant influence of Co-BNC between AUM and Lazismu through brand awareness on organizational income performance.

ZIS Fundraising

Consumer behavior encourages other functional products, but can also be influenced by the level of acceptance, emotions, and organizational meaning that is based on religious background (Levy, 1959). This also applies in cases where, as a religious person, one widely considers charity as a socially constructed symbol by all stakeholders (Gyrd-Jones & Kornum, 2013; Hatch & Schultz, 2010; Iglesias et al., 2013). Revenue is more influenced by how much a brand's value is built not only through rational arguments and tangible manifestations, but also through its impact on the level of emotional feelings (Iglesias & Bonet, 2012). Emotional value is rooted in the experience triggered by the interaction between customers and employees on the values of kindness carried by companies (Bailey et al., 2001). In the new brand era, emotional value is created together through networking relationships and social interaction among the ecosystem of all stakeholders (Merz et al., 2009).

H3: There is a positive and significant influence of Co-BNC between AUM and Lazismu through organizational income performance on ZIS fundraising.

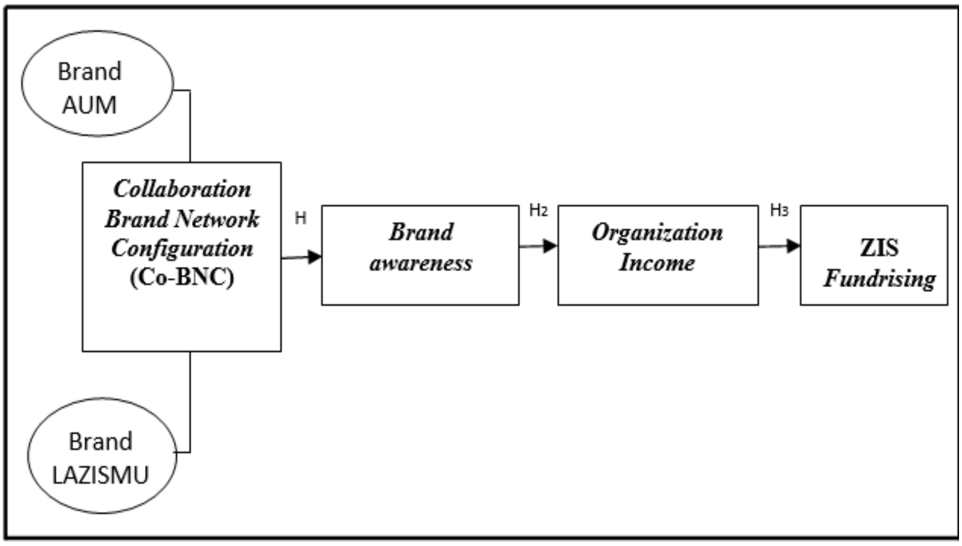

Figure 1. Research empirical model

RESEARCH METHODOLOGY

This research employed a quantitative explanatory approach (Creswell & Poth, 2016; Sugiyono, 2017). Quantitative explanatory research aims to test and explain causal relationships among theoretically derived constructs, making it appropriate for examining the hypothesized relationships among Co-BNC, brand awareness, organizational income performance, and ZIS fundraising.

Sampling Procedure and Respondents

The population for this study comprised the chief administrators of seven Muhammadiyah Business Charities (AUM) in Semarang City and staff members of Lazismu branches in Semarang. A purposive sampling technique was employed, selecting respondents based on their direct involvement in organizational management and brand-related decision-making. This approach is consistent with the recommendations of Hair et al. (2014) for studies using SEM with organizational-level constructs, where informant quality is prioritized over sample quantity. Five respondents were selected from each of the seven AUM units, covering hospitals, Hajj Guidance Groups (KBIH), Senior High Schools (SMA), Vocational High Schools (SMK), Elementary Schools (SD), Junior High Schools (SMP), and Orphanages. Seven respondents were drawn from Lazismu branches. The total sample size was 42 respondents.

Regarding sample size, WarpPLS and partial least squares-based SEM (PLS-SEM) are recognized as appropriate methods for small-sample research contexts (Hair et al., 2019;

Kock, 2015). Kock & Hadaya (2018) demonstrated that PLS-SEM retains adequate statistical power with sample sizes as small as 30–50 when path coefficients exceed 0.30 and measurement models exhibit high loadings, conditions met in this study. Nevertheless, the authors acknowledge that a larger sample would enhance generalizability, and future research should seek to replicate these findings with broader respondent coverage.

Measurement Instruments

Data were collected through a structured questionnaire employing a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Questionnaire items were adapted from validated instruments in the relevant literature. Co-BNC items were adapted from Scandelius & Cohen (2016), operationalized through three indicators reflecting brand honor bond formation, knowledge harmonization, and commendable brand co-creation. Brand awareness items were adapted from Kertajaya (2006) and Sula (2004), covering brand recognition, recall, and perceived trustworthiness. Organizational income performance items were adapted from Djafri & Noordin (2016), covering revenue efficiency and revenue growth. ZIS fundraising items were adapted from Wahyudi et al. (2023) and Sa'diyah & Ardilla (2024), covering total ZIS collected and year-on-year ZIS growth. A summary of all variables and their indicators is presented in Table 0 below.

Table 1. Variables, indicators, and measurement sources

Variable	Indicators	Source
Co-BNC (X)	X1: Brand honor bond; X2: Brand knowledge harmonization; X3: Commendable brand co-creation	Scandelius & Cohen (2016)
Brand Awareness (Y1)	Y1: Brand recognition; Y2: Brand recall; Y3: Perceived trustworthiness	Kertajaya (2006); Sula (2004)
Org. Income Performance (Y2)	Y4: Revenue efficiency; Y5: Revenue growth	Djafri & Noordin (2016)
ZIS Fundraising (Y3)	Y6: Total ZIS collected; Y7: Year-on-year ZIS growth	Wahyudi et al. (2023); Sa'diyah & Ardilla (2024)

Primary data consists of the management of 7 (seven) Muhammadiyah Business Charities or AUM in Semarang City. Secondary data was obtained from the Central Leadership of Muhammadiyah Semarang and related literature. The data were processed using Structural Equation Model (SEM) analysis with WarpPLS 7.0.

RESULTS AND DISCUSSION

The sample of this research is Amal Usaha Muhammadiyah (AUM) in Semarang.

The distribution of the questionnaire involved business units which include: Hospitals, Hajj Guidance Groups (KBIH), Senior High Schools (SMA), Vocational High Schools (SMK), Elementary Schools (SD), Junior High Schools (SMP), and Orphanages with a total of 35. The questionnaire data was processed by the research team as shown in table 4.1. Below:

Respondent Identities

The sample of this study is Amal Usaha Muhammadiyah (AUM) and Lazismu in Semarang. The distribution of the questionnaire involves business units which include: with a total of 42. Questionnaire data that meets the data criteria is suitable for processing by the research team as shown in Table 1. Below:

Table 2. List of Research Sample Institutions

No.	Location	Number of Institutions	Number of Respondents
1.	AUM	7	35
2.	Lazismu	6	7
	Total	13	42

Convergent Validity

The convergent validity of the measurement model was assessed by examining the combined loading and cross-loading values for each indicator. The loading factor criterion of > 0.70 was applied, consistent with Sholihin & Ratmono (2013). P-values < 0.05 were required for significance. Results are presented in Table 3.

Table 3. Output combined loadings and cross-loadings

Indicator	Cross Loading	P-Value	Criteria	Remarks
X1	0.867	< 0.001	< 0.05	Valid
X2	0.911	< 0.001	< 0.05	Valid
X3	0.892	< 0.001	< 0.05	Valid
Y1	0.903	< 0.001	< 0.05	Valid
Y2	0.924	< 0.001	< 0.05	Valid
Y3	0.918	< 0.001	< 0.05	Valid
Y4	0.955	< 0.001	< 0.05	Valid
Y5	0.955	< 0.001	< 0.05	Valid
Y6	0.948	< 0.001	< 0.05	Valid
Y7	0.948	< 0.001	< 0.05	Valid

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for

loadings. P values < 0.05 are desirable for reflective indikators.
Source: Processed WarpPLS 7.0 output, 2024

Based on the validity test as stated in the table above, it can be concluded that the value for all constructs has a P Value < 0.05 and this shows that all constructs are a good measure of Convergent Validity. Based on the results of data processing, the value of combined loading and cross loadings is the best result. According to the criteria in the explanation above, that the value for the loading factor between 0.40-0.70 must still be considered to be maintained, it can be concluded that the value for all constructs are *a good* measure of Convergent Validity.

Table 4. Average Variance Extracted (AVE)

Variable	AVE	Requirements	Remarks
Co-BNC	0.793	> 0.05	Valid
Brand Awareness	0.837	> 0.05	Valid
Organization Income Performance	0.912	> 0.05	Valid
ZIS Fundraising	0.898	> 0.05	Valid

Source: Processed WarpPLS 7.0 output, 2024

Based on the validity test as stated in the table above, it can be concluded that all AVE values exceed the 0.50 threshold (Fornell & Larcker, 1981), confirming convergent validity for all constructs.

Table 5. Correlations among latent variables with square roots of AVEs

Variable	Co-BNC	Brand Awareness	Org. Performance	ZIS
Co-BNC	(0.891)			
Brand Awareness	0.901	(0.915)		
Org. Income Performance	0.725	0.802	(0.955)	
ZIS Fundraising	0.646	0.747	0.843	(0.948)

Source: Processed WarpPLS 7.0 output, 2024

From Table 4 it can be seen that the square root values of *average variance extracted* (AVE) are 0.891, 0.915, 0.955, and 0.948. These values are greater than the correlation between constructs so that they show good discriminant validity. It can be seen that *Brand awareness* 0.915 is greater than 0.901, Organization Income Performance 0.955 is greater than 0.725 and 0.802 and ZIS 0.948, greater than 0.643, 0.747 and 0.843.

Composite Reliability

The assessment of composite reliability is carried out by looking at the output of latens variable coefficients. Ghozali and Latan (2017:89) said that the composite reliability of the construct meets the reliability of internal consistency if the value is > 0.7.

Table 6. Composite reliability

Variable	Composite Reliability	Criteria	Remarks
Co-BNC	0.920	> 0.7	Meet
Brand Awareness	0.939	> 0.7	Meet
Organization Income Performance	0.954	> 0.7	Meet
ZIS Fundraising	0.946	> 0.7	Meet

Source: Processed WarpPLS 7.0 output, 2024

Cronbach's Alpha

Cronbach's Alpha provides an approximate indicator of the correlations. Cronbach's Alpha is used to test the reliability of constructs with lower values than Composite Reliability. Composite Reliability estimates, such as Cronbach's Alpha, consider different loadings indicators. A data is declared reliable if Cronbach Alpha > 0.60. Here are the output results obtained from the test:

Table 7. Cronbach's alpha

Variable	Cronbach's Alpha	Criteria	Remarks
Co-BNC	0.869	> 0.60	Reliable
Brand Awareness	0.903	> 0.60	Reliable
Organization Income Performance	0.903	> 0.60	Reliable
ZIS Fundraising	0.886	> 0.60	Reliable

Source: Processed WarpPLS 7.0 output, 2024

Based on the table above, the results show the Cronbach Alpha coefficient of each construct, namely Co-BNC (0.869), *Brand awareness* (0.903), Organization Income Performance (0.903), and ZIS (0.886) exceeded 0.60. Based on the results of Cronbach's alpha, it can be concluded that the overall Co-BNC variable, *Brand awareness*, Organization Income Performance, and ZIS have met the composite reliability criteria which show the consistency value of each indicator in measuring its constructs.

Inner Model Analysis (Structural Model Fit)

The next stage is to conduct a structural evaluation (Inner model) which includes model fit tests, path coefficients and R2. To assess the results of a model that is said to be fit in the WarpPLS program, it can be seen from the output of general results. It can be seen that the fit indices and p-value model displays the results of ten fit indicators, namely:

Table 8. Model fit and quality indices

Model fit and quality indices	**Table of Contents**	***p-value***	**Criteria**	**Remarks**
Average Path Coefficients (APC)	0,860	< 0.001	< 0.05	Accepted
Average R-Squared (ARS)	0,740	< 0.001	< 0.05	Accepted
Average Adjusted R-Squared (AARS)	0,734	< 0.001	< 0.05	Accepted
Average Block Variance Inflation (AVIF)	1,844	< 5, ideally <= 3.3		Accepted
Average full collinearity VIF (AFVIF)	5,277	< 5, ideally <= 3.3		Accepted
Tenenhaus GoF (GoF)	0,798	small >= 0,1, medium >= 0,25, large >= 0,36		*Large*
Sympson's Paradox Ratio (SPR)	1,000	> 0.7 and ideally 1		Accepted
R-Squared Contribution Ratio (RSCR)	1,000	value >= 0.9 and ideally 1		Accepted
Statistical Suppression Ratio (SSR)	1.000	> 0.7		Accepted
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1.000	>= 0.7		Accepted

**Note: The AFVIF value of 5.277 slightly exceeds the ideal threshold of ≤ 3.3, indicating the possibility of moderate multicollinearity among some constructs. This is an expected artifact of the sequential mediation structure, where Co-BNC influences brand awareness, which in turn influences income performance and ZIS fundraising, creating shared variance along the causal chain. Researchers are advised to interpret path coefficients with caution and consider this limitation when generalizing findings.*

Table 9. R-Squared contribution

Variable	Co-BNC	*Brand awareness*	ZIS
Co-BNC	0.823		
Brand Awareness		0.676	
ZIS Fundraising			0.721

Source: Processed WarpPLS 7.0 output, 2024

Based on table 9, an *R-Squared* value of 0.823 was obtained for the influence of Co-BNC on *Brand awareness satisfaction*, classified as strong <= 0.823 The influence *of Brand awareness* on obtaining *an R-Squared* value of 0.676 or relatively strong <= 0.70. The effect of *Organization Income Performance* on ZIS obtained an *R-Squared* value of 0.721 or relatively strong <= 0.70.

Table 9. Effect size (f2)

Variable	Co-BNC	*Brand awareness*	*Organization Income Performance*	ZIS
Co-BNC				
Brand Awareness	0.907			
Organization Income Performance	0.746	0.822		
ZIS Fundraising	0.634	0.698	0.849	

Source: Processed WarpPLS 7.0 output, 2024

Based on table 9, an *Effect Sized value (f2)* of 0.907 for *Co-BNC* on *brand awareness* is classified as 0.907 >= 0.35. The Co-BNC variable for *incoming perfromance* is classified into the large category of 0.746 >= 0.35. The Co-BNC variable for *ZIS* is classified into the large category of 0.634 >= 0.35. The brand *awareness variable* for *incoming perfromance* is classified into the large category of 0.882 >= 0.35. The brand *awareness* variable for *ZIS* is classified into the large category of 0.698 >= 0.35. The *incoming performance* variable for *ZIS* is classified into the major category of 0.849 >= 0.35

In addition to looking at *the R-square value*, the model is also evaluated by looking at *Q-square* predictive relevance for the constructive model. In this model, *the Q-squared* obtained is 0.821 for *brand awareness*, 0.673 for incoming performanc, and 0.725 for ZIS. *Q-Square* measures how well the observation value is produced by the model and also the estimation of its parameters. The quantity of Q^2 has a value with a range of $0 < Q^2 < 1$, where the closer it is to 1 the better the model. This quantity of Q^2 is equivalent to the total determination coefficient in the *path analysis*. A value of $Q^2 > 0$ indicates that the model has predictive relevance, preferably if the value of $Q^2 \leq 0$ indicates that the model has less relevance.

All effect size values exceed the 0.35 threshold, indicating large practical effects for all pathways in the model (Cohen, 1988). The Q-squared values are 0.821 for brand awareness, 0.673 for organizational income performance, and 0.725 for ZIS fundraising, all above 0, confirming the predictive relevance of the model.

HYPOTHESIS TESTING AND INFLUENCE ANALYSIS

In this section, we will explain the direct relationship between the variables of *Collaboration Brand Network Configuration, Brand awareness, incoming performance* and ZIS *Fundrising* as shown below.

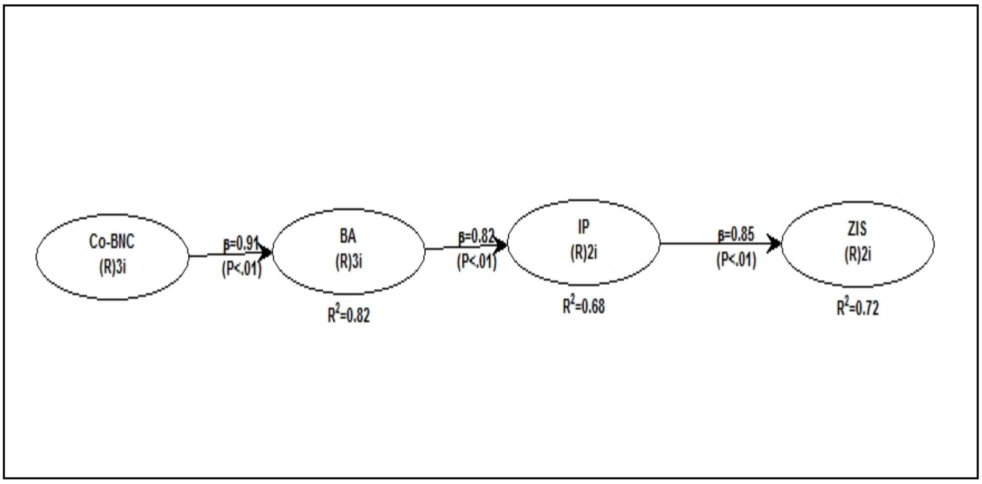

Figure 2. Data processing results

This study uses exogenous and endogenous variables, where exogenous variables are all variables for which there are no explicit causes or in the diagram there are no arrows pointing in the direction, apart from the measurement error section. And what is referred to in exogenous variables is *Collaboration Brand Network Configuration*. Endogenous variables are variables that have arrows in the direction of that variable. The variables included include all dependent intermediate variables. And what is referred to in endogenous variables are *Brand awareness, incoming performance* and ZIS. In this study, *Brand awareness, incoming performance* is placed as a mediator variable because it can represent the formation of Co-BNC in Muhammadiyah and Lazismu Charities, and the claim for the contract is in the form of revenue performance.sThe four variables are reflected through 10 indicators with details, 3 indicators of Co-BNC, 3 *indicators of Brand awareness*, 2 *indicators of incoming performance*, and 2 ZIS indicators. To evaluate the structural relationship between variables, a hypothesis test of the path coefficient between the variables must be carried out by comparing p-values: with the criterion P≥0.05 Ho rejected, P<0.05 Ho is accepted.

Direct Effects

Effect of Co-BNC on Brand Awareness (H1)

The results confirm a significant positive effect of Co-BNC on brand awareness ($\beta = 0.94$, $p < 0.01$), supporting H1. This finding indicates that as Co-BNC is strengthened between

AUM and Lazismu, brand awareness among their stakeholders improves significantly. Amal Usaha Muhammadiyah and Lazismu are two organizations under the same umbrella organization (Muhammadiyah) meaning ideological alignment facilitates brand collaboration without significant friction or coordination costs. The transformation that can enable AUM and Lazismu to form Co-BNC lies in the convenience, security, and speed of their shared network infrastructure, which becomes the foundation of their joint brand recognition among consumers.

This result is consistent with Scandelius & Cohen (2016), who found that incorporating brands in sustainable practice for CSR activities positively affects brand awareness. In the Islamic organizational context, this finding also aligns with the argument that Islamic branding, defined as the use of Islamic values and principles to promote products and services (Abbas et al., 2020), creates a unique spiritual connection between the stakeholder and the brand, reinforcing recognition and loyalty (Bukhari & Isa, 2020).

Effect of Brand Awareness on Organizational Income Performance (H2)

Brand awareness demonstrated a significant positive effect on organizational income performance ($\beta = 0.83$, $p < 0.01$), supporting H2. This finding indicates that as brand awareness resulting from Co-BNC activities increases, the financial performance of AUM and Lazismu improves correspondingly. Brand awareness in practice creates organizational income performance through cost savings in the brand collaboration process and enhanced revenue streams driven by stakeholder trust. The ideological homogeneity of AUM and Lazismu means that collaboration costs are minimized, enabling more efficient resource deployment and maximizing net income outcomes.

This result extends the findings of Djafri & Noordin (2016), who established a positive link between spirituality-informed organizational practices and marketing performance. It also corroborates the resource-based logic that shared brand assets, when effectively activated, translate into measurable financial gains (Barney, 1991).

Effect of Organizational Income Performance on ZIS Fundraising (H3)

Organizational income performance exhibited a significant positive effect on ZIS fundraising ($\beta = 0.85$, $p < 0.01$), supporting H3. Higher organizational income performance creates a larger resource base, enabling AUM and Lazismu to allocate greater capacity to ZIS collection, distribution, and promotion. Revenue performance functions as the bridge between brand-driven income creation and ZIS accumulation, ensuring that financial gains from collaboration are channeled into broader philanthropic impact. This finding is in line with Wahyudi et al. (2023), who demonstrated that performance management quality is a decisive determinant of ZIS collection effectiveness.

Table 11. Summary of direct influence hypothesis test

Hypothesis	Direct Influence	P-Value	Verdict
H1	Co-BNC → Brand Awareness	< 0.01	Accepted
H2	Brand Awareness → Org. Income Performance	< 0.01	Accepted
H3	Org. Income Performance → ZIS Fundraising	< 0.01	Accepted

Source: Processed WarpPLS 7.0 output, 2024

Indirect Effects (Mediation Analysis)

The Indirect Influence of Co-BNC on Organization Income Performance Through Braand Awareness. Table 12 below explains the *indirect effect* of do-BNC on *Organization income performance*.

Table 12. Indirect effect

Indicator	Influence	
	Direct	*Indirect*
Co-BNC	*Brand awareness*	*Organization income performance*
	P <0.01	P <0.01

Effect mediation shows the relationship between exogenous and endogenous variables through supporting or mediating variables, otherwise known as indirect effects. Based on the hypothesis test, it is known that there is a significant indirect influence between Co-BNC on *Organization income performance* through *brand awareness*. Based on the table, the *direct effect* has a value of P=<0.01 and the indirect effect has a value of P=<0.01. Which means that Co-BNC has a direct influence on *Brand awareness* and there is an influence between Co-BNC on *organizational income performance* indirectly through *Brand awareness*. This indicates that in forming Co-BNC, Amal Usaha Muhammadiyah and Lazismu have merged into the brand collaboration in which there is a This will certainly be followed by *networking* that supports the company's goals, so that *Brand awareness* will strengthen AUM and Lazismu's efforts in achieving revenue revenue. Indirect Influence *of Brand Awareness* on ZIS Through *Organization Income Performance*. Table 13 below explains the *indirect effect* of Co-BNC on *Organization income performance*.

Table 13. Indirect Effect

Indicator	**Influence**	
	Direct	*Indirect*
Brand awareness	*Organization income performance*	*ZIS Fundrising*
	P <0.01	P <0.01

Effect mediation shows the relationship between exogenous and endogenous variables through supporting or mediating variables, otherwise known as indirect effects. Based on the hypothesis test, it is known that there is a significant indirect influence between brand awareness on ZIS *Fundrising* through *Organization income performance*. Based on the table, the *direct effect* has a value of P=<0.01 and the indirect effect has a value of P=<0.01. This means that *Brand awareness* has a direct influence on *Organization income performance* and there is an influence between *Brand awareness* on ZIS *Fundrising* indirectly through *Organization income performance*. This indicates that *the brand awareness* contained in the work network of Amal Usaha Muhammadiyah and Lazismu can represent a positive brand perspective by improving its reception performance. So that the increase in fundraising efforts and the distribution of zakat, infaq, and shodaqoh from the two organizations can continue to be increased from year to year.

Co-BNC's Indirect Influence on ZIS Through *Brand Awareness* and *Organization Income Performance*. Table 14 below explains the *indirect effect* of do-BNC on *Organization income performance*.

Table 14. Indirect Effect

Indicator	**Influence**		
	Direct	*Indirect*	
Co-BNC	*Brand awareness*	*Organization income performance*	*ZIS Fundrising*
	P <0.01	P <0.01	P <0.01

Source: Processed WarpPLS 7.0 output, 2024

Effect mediation shows the relationship between exogenous and endogenous variables through supporting or mediating variables, otherwise known as indirect effects. Based on the hypothesis test, it is known that there is a significant indirect influence between Co-BNC on *Organization income performance* through *brand awareness*. Based on the table, the *direct effect* has a value of P=<0.01 and the indirect effect *(indirect effect for paths 2 segments* and *indirect effect for paths 3 segments*) has a value of P=<0.01. This means that Co-BNC has a direct influence on *Brand awareness*, there is an influence between Co-BNC (*2 segments*) on *organizational income performance* indirectly through *Brand awareness*, and -BNC (*3 segments*) on ZIS indirectly through *Brand awareness* and *organizational income performance.* This indicates that the Co-BNC created by Amal Usaha Muhammadiyah and Lazismu through the creation of a bond of brand harmony, harmonization of management, and a commendable brand can create *brand awareness* in the form of honesty, sharia and accountability. The network under this organization continues to educate their *stakeholders* so that the *image* formed is able to create *organizational income performance* by minimizing costs incurred and widening good revenue.

Table 15. Direct and Indirect Influences

Variable	Co-BNC	*Brand Awareness*	*Organization Income Performance*	ZIS *Fundrising*
Co-BNC				
Brand awareness	0.907			
Organization Income Performance	0.746	0.822		
ZIS *Fundrising*	0.634	0.698	0.849	

Table 15. describes the test results using WARP PLS 7.0 related to the direct, indirect, and total influence of the institution's business performance model. *Collaboration Brand Network Configuration* (Co-BNC) had a direct effect on *brand awareness* by (0.907). *Brand awareness* has a direct effect on *organizational income performance* of (0.822). *Performance incoming* has a direct effect on *zakat, infaq, and shodaqoh by* (0.849).

Meanwhile, the indirect influence between the *Collaboration Brand Network Configuration* (Co-BNC) variable and *the organization income performance* through *brand awareness* is (0.746). Meanwhile, *the Collaboration Brand Network Configuration* (Co-BNC) with *zakat, infaq, and shodaqoh* through *brand awareness* and *organization income performance* was (0.634). B*rand* *awareness* with *zakat, infaq,* and *shodaqoh* through *organization income performance* is (0.698).

Based on the direct and indirect influence, it can be explained that the influence of *Collaboration Brand Network Configuration (*Co-BNC) on *brand awareness* is 91%, on *organization income performance* through *brand awareness* is 75%, and on ZIS through *brand awareness* and *organization income performance* is 63%. The influence of *brand awareness* on *organizational income performance* is 82, and on 70 %. *Meanwhile, the influence of* organizational income performance on ZIS is 85%.

CONCLUSIONS

This study examined the role of Collaboration Brand Network Configuration (Co-BNC) in enhancing brand awareness, organizational income performance, and ZIS fundraising within the Muhammadiyah–Lazismu institutional network in Semarang. Drawing on the Resource-Based View and Network Theory, the study proposed and tested a sequential mediation model in which brand awareness and organizational income performance mediate the relationship between Co-BNC and ZIS fundraising outcomes.

Three hypotheses were supported: (1) Co-BNC has a significant positive effect on brand awareness; (2) brand awareness mediates the effect of Co-BNC on organizational income performance; and (3) organizational income performance mediates the effect of brand awareness on ZIS fundraising. Collectively, these findings confirm that an optimally configured Co-BNC, built on shared Islamic ideology between AUM and Lazismu, generates cascading benefits: strengthened mutual brand recognition, improved income efficiency, and expanded ZIS mobilization.

Theoretical Contributions and Managerial Implications

Theoretically, this study contributes to the Islamic management literature by introducing Co-BNC as a conceptually distinct construct grounded in RBV and Network Theory, and by demonstrating its sequential mediation pathway to ZIS outcomes. It bridges the gap between mainstream brand collaboration literature and Islamic organizational management, providing an empirically validated model for understanding how ideologically homophilic organizations can leverage shared resources for philanthropic impact.

Managerially, the findings suggest that AUM and Lazismu leaders should formalize and deepen their brand collaboration arrangements, specifically through harmonized communication strategies, joint brand promotions, and standardized brand integrity protocols across all Muhammadiyah network units. By reducing collaboration costs and amplifying brand trust, these measures can directly enhance both organizational income and ZIS collection performance. Policymakers at the Muhammadiyah Central Executive level should consider institutionalizing Co-BNC frameworks as a strategic pillar of organizational governance.

Limitations and Future Research Directions

This study has several limitations that should be acknowledged. First, the sample size of 42 respondents, while justified for PLS-SEM, limits statistical power and restricts the generalizability of findings beyond the Semarang context. Future research should replicate this model with larger samples drawn from multiple cities or regions. Second, the geographic scope is limited to Semarang City, and findings may not be representative of Muhammadiyah–Lazismu dynamics in other areas. Third, the cross-sectional design precludes causal inference over time; longitudinal research would provide stronger evidence of the temporal dynamics between Co-BNC activities and ZIS fundraising outcomes. Fourth, the AFVIF value of 5.277 suggests some degree of multicollinearity, warranting cautious interpretation of individual path coefficients.

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