

LAZISMU Medan's Communication Strategy to Strengthen Bil Hal Preaching via Zakat, Infaq, Sadaqah

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Abstract: This study aims to analyze the communication strategies of the Muhammadiyah Zakat, Infaq, and Charity Institution (LAZISMU) in Medan City in strengthening da'wah bil hal through zakat, infaq, and charity (ZIS) programs amid the dynamics of a heterogeneous urban society. This study uses a qualitative approach with a case study design. Data collection techniques were carried out through in-depth interviews, participatory observation, and documentation involving administrators, donors, and beneficiaries. Data analysis uses an interactive model that includes data reduction, data presentation, and drawing conclusions, while data validity is maintained through triangulation and member checking techniques. The results of the study indicate that LAZISMU Medan City implements an integrated communication strategy by combining interpersonal communication and digital media. Direct approaches such as visits, socialization, and community involvement have proven effective in building trust and emotional closeness with donors. Meanwhile, the use of digital media such as WhatsApp, Instagram, and Facebook plays an important role in expanding the reach of information, increasing transparency, and encouraging public participation. The implementation of da'wah bil hal through ZIS programs in education, humanitarian social, and economic empowerment fields show a shift from a charitable approach to empowerment, thereby providing tangible social, economic, and spiritual impacts for the beneficiaries.

Keywords: Communication Strategies, Community Empowerment, Islamic Philanthropy, Preaching Through Action, Zakat Management

A. Introduction

Zakat, infak, and sadaqah (ZIS) are important instruments in Islamic teachings that not only have a spiritual worship dimension, but also function as a mechanism for the distribution of social welfare (Hidayatullah, Rochman, & Ni'mah, 2025). In the context of modern society, professional and structured management of ZIS becomes very important to address various social issues such as poverty, economic inequality, and limited access to education and healthcare services (Alfaruqi, Azhar, & Kustiawan, 2023). Therefore, the presence of credible zakat management

institutions that have effective communication strategies becomes an unavoidable necessity.

The Muhammadiyah Zakat, Infak, and Sadaqah Institute (LAZISMU) is one of the Islamic philanthropic institutions that plays an active role in collecting and distributing ZIS funds in a trustworthy and transparent manner (Ascarya, 2026). As part of the Muhammadiyah movement, LAZISMU is not only oriented towards fundraising, but also towards empowering the community through various social, economic, educational, and humanitarian programs. In its implementation, LAZISMU carries the concept of *da'wah bil hal*, which is preaching carried out through concrete actions that provide direct benefits to the community (Zein, Hasibuan, Dongoran, & Nasution, 2025).

Da'wah bil hal becomes a relevant approach in the context of urban communities such as the city of Medan, which has a high level of social heterogeneity and complex problems (Pujianti, Komaruddin, & Isnaini, 2024). This approach not only emphasizes the delivery of messages verbally but also through real actions that can address the actual needs of the community. Through planned and sustainable ZIS programs, LAZISMU strives to present Islamic values in the form of concrete social practices, such as educational assistance, economic empowerment, health services, and disaster response. However, the effectiveness of these programs is greatly influenced by the communication strategies used by LAZISMU. The right communication strategy will determine the extent to which the preaching messages can be received, understood, and internalized by the public. In addition, communication strategies also play a role in building public trust, increasing public participation in giving zakat, and expanding the reach of program benefits. In today's digital era, communication challenges are increasingly complex, so zakat institutions are required to be able to effectively integrate various communication channels, both conventional and digital.

The city of Medan, as one of the major cities in Indonesia, has a considerable zakat potential, but on the other hand still faces various social issues that require serious handling. This condition shows a gap between the potential and the realization of optimal ZIS management. In this regard, LAZISMU of Medan has a strategic role in bridging this gap through innovative programs based on community needs.

Based on the above explanation, it is important to further examine how the communication strategy implemented by LAZISMU Medan City strengthens *da'wah bil hal* through zakat, infak, and sedekah programs. This research is expected to provide theoretical contributions in the development of *da'wah* communication studies, as well as practical contributions for zakat institutions in improving the effectiveness of programs and services to the community.

Studies on the management of zakat, infaq, and sadaqah (ZIS) have developed rapidly in recent decades, especially from the perspective of Islamic economics and community empowerment. Previous research by (Prathama, Mulyadi, & Nasution, 2026) shows that zakat has great potential in reducing poverty and improving social welfare if managed professionally and accountably. In addition, zakat institutions are also considered to have a strategic role in building a more just and sustainable wealth distribution system. On the other hand, the study (Erdianto, Haidir, & Sinaga, 2025) tends to focus on verbal and rhetorical approaches, such as lectures, sermons, and the use of mass and digital media as means of delivering religious messages. This approach has not fully accommodated the concept of *da'wah bil hal*, which is preaching through concrete actions manifested in social community programs. In fact, *da'wah bil hal* is highly effective in building collective awareness and public trust because it directly addresses their real needs.

The research gap is also evident in the lack of integration between strategic communication studies and the practice of managing ZIS at the local level. Many studies are general in nature and have not explored in depth how communication strategies are adapted to the social, cultural, and community-specific characteristics. In this regard, the context of Medan City as a multi-ethnic and multicultural city presents its own challenges in designing effective and inclusive communication strategies. This is in line with the view that the effectiveness of communication is greatly influenced by social and cultural context factors. Another novelty lies on the contextual approach used, namely by making the city of Medan the locus of the research. With this approach, the study is able to provide an empirical overview of how the communication strategies of zakat institutions are adjusted to the dynamics of a heterogeneous urban society. In addition, this research also contributes to the development of an action-based *da'wah* communication model, which places zakat, infak, and sedekah programs as the main medium in delivering *da'wah* messages. Thus, this research is expected to fill the gap in studies on institutional-based *da'wah* communication, while also providing theoretical contributions to the development of Islamic communication science and practical contributions for zakat institutions in designing a communication strategy that is more effective, adaptive, and has a broad impact on society.

B. Methods

This research uses a qualitative approach with a case study type of research to gain an in-depth understanding of the communication strategies implemented by the Muhammadiyah Zakat, Infak, and Sadaqah Institute (LAZISMU) of Medan City in strengthening *da'wah bil hal* through zakat, infak, and sadaqah programs. The qualitative approach was chosen because it can reveal meanings, processes, and social dynamics holistically and contextually in accordance with the realities occurring in the field (Creswell, 2024). Meanwhile, the case study design was used because this research focuses on a specific entity with distinctive characteristics,

allowing the researcher to conduct an in-depth exploration of the phenomenon being studied (Yin, 2024).

The research location was conducted at LAZISMU Medan City, which was chosen purposively considering that the institution has a strategic role in the management of zakat, infaq, and sadaqah (ZIS) and is active in implementing community empowerment programs based on da'wah bil hal. The research subjects were determined using a purposive sampling technique, which is the deliberate selection of informants based on certain criteria relevant to the research objectives (Sugiyono, 2024). Informants in this study include the leaders of LAZISMU, program management staff, the communication or fundraising department, as well as beneficiaries (mustahik) of the ZIS program. The data collection techniques in this study were carried out through several methods, namely: (1) in-depth interviews to explore information related to communication strategies, planning, and program implementation; (2) participatory observation, to directly observe communication activities as well as the implementation of da'wah bil hal programs; and (3) documentation, in the form of collecting written data such as activity reports, program archives, and institutional publications. This combination of techniques was used to obtain comprehensive and in-depth data (Moleong, 2024).

In qualitative research, the researcher acts as the main instrument (human instrument) who is directly involved in the process of data collection and analysis (Arikunto, 2021). Therefore, the sensitivity, meticulousness, and interpretive ability of the researcher greatly determine the quality of the research results. To maintain the validity of the data, this study uses triangulation techniques, including source, technique, and time triangulation, so that the data obtained has a high level of credibility.

The data analysis in this study uses the interactive analysis model proposed by Miles, Huberman, and Saldaña, which includes three main stages, namely: (1) data reduction, which is the process of selecting and simplifying relevant data; (2) data presentation (data display) in the form of a systematic descriptive narrative; and (3) drawing conclusions and verification, which is carried out continuously throughout the research process (Miles, Huberman, & Saldaña, 2024).

In addition, the analysis in this study also refers to the perspectives of strategic communication and da'wah communication to understand how da'wah bil hal messages are constructed and delivered through ZIS programs. Thus, this study not only describes the phenomenon but also analyzes the effectiveness of communication strategies applied in building trust, increasing community participation, and strengthening Islamic values in social life.

C. Results and Discussion

1. Results

Communication Strategy of the Muhammadiyah Zakat, Infaq, and Sadaqah Institution in Medan City

Based on the results of observations at the Muhammadiyah Zakat, Infak, and Sadaqah Institution (LAZISMU) in Medan City, the communication strategy implemented is integrated by combining interpersonal communication and digital media. Direct approaches such as social visits and socialization to the community and donors have proven effective in building trust and increasing participation in the distribution of zakat, infak, and sadaqah. On the other hand, the use of social media such as Instagram, Facebook, and WhatsApp are used to spread program information, activity reports, and donation campaigns more widely. The content presented emphasizes transparency and documentation of activities, thus being able to strengthen the image of a professional and accountable institution.

In the context of da'wah bil hal, the implementation of social programs such as educational, social, and economic assistance becomes an effective communication medium in conveying Islamic values in a tangible way. However, there are still obstacles such as limited digital communication resources and the suboptimal integration of media. Overall, the communication strategy of LAZISMU Medan City is considered fairly effective in building trust and expanding the impact of programs to the community. The findings are also in line with the interview results, and the researcher presents the results below.

Management of LAZISMU Medan City: *"In carrying out activities at LAZISMU, we indeed combine several communication methods. We do not only rely on social media, but also maintain direct approaches such as visiting donors and socializing with the community. In our view, this interpersonal approach is very important for building trust, because donors usually want to see directly how this institution operates."*

Donor: *"I choose to channel my zakat through LAZISMU because I feel more confident. Usually, LAZISMU representatives also often come to visit or provide direct information about their programs. That makes me feel more assured."*

Recipient of Zakat Assistance: *"In my opinion, the way they provide assistance is also good, not just giving, but also offering motivation and encouragement. From that, I feel that this is not just ordinary aid, but there is also a religious value conveyed directly through their actions."*

From these three informants, it can be concluded that LAZISMU Medan City's communication strategy, which combines an interpersonal approach, the utilization

of digital media, and the implementation of concrete programs (da'wah bil hal), has proven effective in building trust, increasing donor participation, and providing a positive impact for the beneficiaries.

Implementation of Da'wah Bil Hal through Zakat, Infak, and Sadaqah Programs of LAZISMU Medan City

Based on the observations conducted, the implementation of da'wah bil hal through the zakat, infak, and sedekah (ZIS) program at LAZISMU Medan City is realized in various social activities that directly address the needs of the community. This da'wah approach is not only oriented towards delivering religious messages verbally but places more emphasis on concrete actions that provide tangible benefits for the recipients of aid (mustahik).

In its implementation, LAZISMU Medan City develops programs that focus on the fields of education, social humanitarian efforts, and economic empowerment. Educational assistance programs, such as providing scholarships and school supplies, are one tangible form of da'wah bil hal in improving access to education for underprivileged communities. In addition, social assistance programs and humanitarian aid are also provided to vulnerable groups, such as the poor and disaster victims, as a form of social concern based on Islamic values.

Furthermore, observations indicate that the economic empowerment program run by LAZISMU Medan City plays an important role in creating the independence of mustahik. The business capital assistance and mentoring provided are not only intended to meet short-term needs but also to improve the living standards of aid recipients sustainably. This reflects that da'wah bil hal carried out is not merely charitable, but also leads to social transformation.

In its implementation process, LAZISMU Medan City also involves direct interaction between program managers and the community. This approach allows for a closer and more humane relationship, so that Islamic values can be conveyed more effectively through tangible actions. The direct presence of the institution in the community also strengthens the positive perception of the institution's role as an agent of social change. However, the results of the observation also show several obstacles in the implementation of da'wah bil hal, including limited resources and the uneven reach of programs to all levels of society. Nevertheless, in general, the implementation of the ZIS program carried out by LAZISMU Medan City has been running well and has had a positive impact on the social, economic, and spiritual aspects of the community. Thus, it can be concluded that the implementation of da'wah bil hal through zakat, infak, and charity programs at LAZISMU Medan City is an effective and contextual form of da'wah, as it is able to integrate Islamic values with the real needs of the community and encourage the creation of sustainable

social welfare. The findings also align with the results of the interviews, and the researcher presents the results below.

Management of LAZISMU Medan City: *"The program we run at LAZISMU is indeed not just about distributing aid, but also as part of preaching through action. For example, we provide educational assistance, social aid, and also economic empowerment programs such as business capital assistance. The goal is not just to provide temporary help, but so that the recipients can become independent in the future."*

Donor: *"I see that this LAZISMU program is very beneficial. The assistance provided is not only for consumption, but there are also empowerment programs such as small businesses, education, and social assistance."*

Recipient of Zakat Assistance: *"In my opinion, this assistance not only helps economically, but also provides encouragement and motivation. I feel cared for, and that makes me want to improve in the future."*

The interview results indicate that the implementation of da'wah bil hal through the ZIS program at LAZISMU Medan City is not only charitable in nature, but also oriented towards community empowerment and independence, and is able to provide tangible social, economic, and spiritual impacts.

Mechanism for Fund Distribution and Fundraising Targets of the Zakat, Infak, and Sadaqah Institution of Muhammadiyah Medan City

Based on the results of the observations conducted, the mechanism for distributing zakat, alms, and donations (ZIS) at LAZISMU Medan City is carried out in a structured, systematic manner and prioritizes the principles of transparency and accountability. The distribution process begins with the stage of identifying and verifying prospective beneficiaries (mustahik) through field surveys conducted by the management team. This aims to ensure that the assistance provided is well-targeted according to the established criteria. Furthermore, the funds that have been collected are distributed through various programs that have been designed based on community needs, such as education programs, social humanitarian programs, and economic empowerment. Observations show that each program has a clear distribution mechanism, ranging from planning, implementation, to evaluation. In its implementation, LAZISMU Medan City also provides assistance to the aid recipients, especially in the economic empowerment programs, so that the support given is not only consumptive but also productive and sustainable.

In addition, transparency in the distribution of funds is one of the aspects that is highly prioritized. LAZISMU Kota Medan routinely documents distribution activities and provides reports to donors through various media, both directly and

through digital platforms. This is done to maintain public trust and ensure that the collected funds are distributed responsibly.

From the perspective of fundraising, observations show that LAZISMU Medan City has targets set periodically, both monthly and annually. These fundraising targets are based on the zakat potential in the community as well as achievements in the previous period. Fundraising strategies are carried out through various approaches, such as direct socialization, strengthening the Muhammadiyah network, and utilizing digital media to reach a wider range of donors. However, in its implementation, there are still several obstacles, including fluctuations in the amount of donations influenced by the economic conditions of the community and the suboptimal use of digital technology in fundraising. Nevertheless, in general, the mechanism for distributing funds and the fundraising targets implemented by LAZISMU Medan City have been running quite well and are able to support the sustainability of the social programs carried out. Thus, it can be concluded that LAZISMU Medan City has implemented a systematic and accountable fund distribution mechanism and has a targeted collection planning, thereby being able to increase public trust while also expanding the social impact of zakat, infaq, and charity programs. The findings are also in line with the results of the interviews, and the results are presented by the researcher below.

Management of LAZISMU Medan City: *“In the distribution of funds, we have a clear mechanism, starting from the survey and verification process of prospective aid recipients. Our team goes directly to the field to ensure that the aid is truly given to those who are entitled. After that, the funds are distributed through programs such as education, social, and economic empowerment.”*

Donor: *“I feel comfortable channeling zakat through LAZISMU because the distribution process is clear. They often provide reports and documentation of activities, so I know where the funds are being distributed.”*

Recipient of Zakat Assistance: *“Before receiving assistance, the LAZISMU team came directly to see our condition. They asked about our needs and made sure whether we were truly eligible to receive assistance.”*

The interview results indicate that the fund distribution mechanism at LAZISMU Medan City is carried out systematically and transparently, while the fundraising targets are managed in a planned manner although influenced by external conditions. This reinforces the observational findings related to accountability and trust in the management of ZIS.

2. Discussion

Communication Strategy of the Muhammadiyah Zakat, Infaq, and Sadaqah Institution in Medan City

The research results show that the communication strategy implemented by LAZISMU Kota Medan is integrated by combining interpersonal communication and digital media. This finding is in line with (Paraswati & Adilah, 2025) which states that the concept of strategic communication emphasizes the importance of integrating various communication channels to achieve message effectiveness. An interpersonal approach through networking and socialization has been proven capable of building trust between institutions and donors, which is a key factor in the success of collecting zakat funds. This is reinforced by the results of interviews, where donors stated that direct interaction provides greater assurance regarding the transparency and credibility of the institution. On the other hand, the use of digital media such as Instagram, Facebook, and WhatsApp show LAZISMU's adaptation to the development of modern communication technology. This finding is relevant to previous research (Mujianti, 2022) which states that the use of digital media in philanthropic institutions can increase communication reach, transparency, and public participation, especially among the younger generation. Presenting informative and transparent content through documentation of activities also strengthens the professional image of the institution, as emphasized in organizational communication theory that transparency is an important element in building reputation and public trust.

From the perspective of da'wah communication, the implementation of da'wah bil hal through zakat, infak, and sadaqah (ZIS) programs becomes an effective form of communication because it emphasizes real actions. This aligns with the view (Sikumbang, et al., 2024) which states that da'wah bil hal has the power to touch the practical aspects of community life, making it easier to be accepted compared to merely verbal da'wah. The results of this study show that social programs such as educational, economic, and humanitarian aid not only provide material benefits but also contain messages of Islamic values that are conveyed implicitly through actions. Statements from beneficiaries who feel the presence of motivation and religious values in the assistance received further reinforce these findings. Furthermore, the results of this study also support the findings (Nurbaiti, Ningsih, & Sajali, 2023) that public trust in philanthropic institutions is greatly influenced by transparency and accountability in fund management. LAZISMU Medan City, which actively provides reports on activities and documentation of fund distribution through various media, demonstrates good accountability practices, thereby being able to increase donor loyalty. However, findings related to the limitations of digital communication resources and the suboptimal integration of media indicate that there are challenges in the implementation of communication strategies. This is in line with previous research (Romadon, Azzahra, & Mimawanti, 2025) which states that digital

transformation in organizations is often hindered by limitations in human resource capacity and infrastructure. Therefore, it is necessary to strengthen digital communication capacity so that the strategies implemented can run more optimally. Thus, it can be concluded that LAZISMU Medan City's communication strategy, which integrates interpersonal approaches, digital media, and da'wah bil hal, is in accordance with previous theories and research findings. This strategy has proven effective in building trust, increasing donor participation, and providing positive impacts for the community. However, optimization in digital aspects and communication integration still needs to be improved to face communication challenges in the modern era.

Implementation of Da'wah Bil Hal through Zakat, Infak, and Sadaqah Programs of LAZISMU Medan City

The research results indicate that the implementation of da'wah bil hal through zakat, infaq, and alms (ZIS) programs at LAZISMU Medan City is realized through various social activities that directly address the needs of the community. This finding aligns with the concept of da'wah bil hal, which emphasizes the importance of conveying Islamic values through concrete actions, not merely verbal communication. The research (Suyono & Muhammadiyah, 2021) emphasizing that da'wah bil hal has high effectiveness because it can address the real needs of society, so religious messages are more easily accepted and internalized.

Programs focused on the fields of education, humanitarian social work, and economic empowerment show that LAZISMU not only carries out the function of distributing aid, but also acts as an agent of social change. This is in line with research (Prayogi, Irham, Ramadhan, Nurjan, & Saputro, 2025) which states that productive zakat management can improve community welfare and sustainably reduce poverty levels. Educational assistance such as scholarships and school supplies become a form of long-term investment in improving the quality of human resources, while social and humanitarian aid reflects the function of zakat as an instrument of social solidarity.

Furthermore, the findings regarding economic empowerment programs accompanied by mentoring show a shift in paradigm from a charitable approach to a productive approach. This is in line with the view (Solihin, Jamroji, Ardila, & Yakin, 2026) which emphasizes that zakat should not only be consumptive, but also directed towards creating the economic independence of mustahik. In this context, the da'wah bil hal carried out by LAZISMU Medan City has led to social transformation, where the recipients of aid are not only objects, but also empowered subjects.

Direct interaction between program managers and the community also strengthens the effectiveness of da'wah bil hal. According to (Indra, Sikumbang, Sintya, Fadli, &

Lubis, 2023) Interpersonal communication, emotional closeness, and a humanistic relationship can increase message reception and trust. This is evident from the interview results, where the aid recipients felt motivation and attention beyond just material assistance, while donors saw that the programs carried out had a real and sustainable impact. However, obstacles such as limited resources and the uneven reach of programs indicate that the implementation of da'wah bil hal still faces challenges. These findings are in line with previous research (Abrori & Kharis, 2022) which states that the effectiveness of empowerment programs is greatly influenced by institutional capacity and equitable resource distribution. Therefore, it is necessary to strengthen organizational capacity and distribution strategies so that the benefits of the program can be felt more widely. Thus, it can be concluded that the implementation of da'wah bil hal through the ZIS program at LAZISMU Medan City has been in accordance with theoretical concepts and previous research findings, where zakat functions not only as a worship instrument but also as a means of empowerment and social transformation. This approach has been proven capable of providing tangible social, economic, and spiritual impacts, although it still requires optimization in terms of reach and resources to achieve more maximal results.

Mechanism for Fund Distribution and Fundraising Targets of the Zakat, Infak, and Sadaqah Institution of Muhammadiyah Medan City

Research results show that the mechanism for channeling zakat, infaq, and sadaqah (ZIS) funds at LAZISMU Medan City has been implemented in a structured, systematic manner, while prioritizing the principles of transparency and accountability. These findings are in line with (Soelistya, Eskariani, & Abidin, 2025) the concept of good governance in zakat management that emphasizes the importance of accountability, transparency, and professionalism in increasing public trust. The process of identifying and verifying mustahik through field surveys shows efforts to ensure the accuracy of zakat distribution targets, which according to (Faqih, Fitriani, & Diana, 2025) is the main principle in maintaining justice in distribution in Islam.

Furthermore, the distribution mechanism, which includes the stages of planning, implementation, and evaluation, reflects systematic and measurable management. This is in line with research (Arifin, Pediati, & Alifi, 2025) which states that the effectiveness of zakat fund management is greatly influenced by the presence of a structured and community needs-based management system. Programs that are carried out, such as education, social, and economic empowerment, also show that LAZISMU is not only oriented towards consumptive distribution, but also on the sustainable development of mustahik capacity.

Findings regarding the presence of mentoring in economic empowerment programs strengthen the concept of productive zakat, where assistance is not only provided in

the form of short-term consumption but is also aimed at creating economic independence. This is in line with the view (Ramadhan, Hakim, & Muslikhati, 2021) that zakat can become an effective economic empowerment instrument if accompanied by continuous guidance and supervision. Thus, the distribution mechanism implemented by LAZISMU Medan City has reflected a paradigm shift from a charity-based to an empowerment-based approach.

From the perspective of transparency, the documentation and reporting practices carried out routinely to donors through various media demonstrate the institution's commitment to maintaining public accountability. These findings are consistent with research (Subekti, 2024) which states that information transparency, especially through digital media, has a significant influence on the level of trust and participation of donors in philanthropic organizations. This is also reinforced by the results of interviews, in which donors stated that openness of information is a major factor in building trust toward the institution.

In addition, the existence of fundraising targets that are prepared periodically shows that LAZISMU Medan City has strategic planning in ZIS management. This is in line with (Hidayat & Iskandar, 2022) which recommends strategic management that emphasizes the importance of planning based on potential and evaluating previous performance to achieve organizational effectiveness. Fundraising strategies through direct and digital approaches also reflect adaptation to social dynamics and technological developments.

Nevertheless, challenges such as fluctuations in the amount of donations and the suboptimal utilization of digital technology indicate the existence of obstacles in maintaining the stability of fund collection. This finding is in line with research (Rambe & Putri, 2023) which states that digital transformation in organizations requires the readiness of human resources and a well-prepared strategy in order to run optimally. Therefore, strengthening digital capacity and innovation in fundraising strategies becomes important to increase the effectiveness of fundraising. Thus, it can be concluded that the fund distribution mechanism and the fundraising targets implemented by LAZISMU Medan City have been in accordance with the principles of professional, transparent, and accountable zakat management. This finding also reinforces previous research results that public trust in zakat institutions is greatly determined by the quality of management and transparency of information. Nevertheless, optimization in terms of digital technology and fundraising stability still needs to be improved to support the sustainability of programs more effectively.

D. Conclusions

Based on the research results, it can be concluded that LAZISMU Medan City's communication strategy is integrated by combining interpersonal and digital media

approaches, which has been proven effective in building trust and increasing donor participation. The implementation of da'wah bil hal through zakat, infaq, and sadaqah (ZIS) programs is not only charitable but also oriented toward community empowerment and self-reliance through education, social, and economic programs. In addition, the systematic and transparent fund distribution mechanism as well as the planned fundraising targets demonstrate professional and accountable management, thereby strengthening public trust and expanding the institution's social impact. This study has implications for strengthening the study of action-based preaching communication (da'wah bil hal) and providing practical contributions for zakat institutions in designing effective and adaptive communication strategies. However, this study has limitations in scope, focusing only on a single institution, a limited number of informants, and not yet measuring effectiveness quantitatively. Therefore, future research is recommended to expand the object of study, use a mixed methods approach, and examine more deeply the utilization of digital technology and the sustainability of empowerment programs to obtain more comprehensive and in-depth results.

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