

The Influence of Brand Orientation on Donation Intention with Attitude Toward Charity as a Mediator

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ARTICLE INFO	ABSTRACT
<p>Keywords: Brand Orientation, Non-Profit Organization, Donation Intention, Attitude Toward Charity.</p> <p>Kata Kunci: <i>Orientasi Merek, Organisasi Nir-Laba, Intensi Donasi, Sikap terhadap Amal.</i></p>	<p>This study aims to investigate the impact of brand orientation's dimensions (orchestration, interaction, and affect) on attitudes toward charity and donation intention. Additionally, it explores whether attitudes toward charity mediate the relationship between orchestration, interaction, affect, and donation intentions. The sample consists of Indonesian residents who have interacted with and/or donated to non-profit organizations in Indonesia. Purposive sampling is used, resulting in a sample size of 282 participants. The data analysis method employed is Structural Equation Modeling (SEM) with Partial Least Squares (PLS) measurements. The research achieves a confidence level of 95%. Findings indicate that the orchestration dimension does not directly or indirectly influence donation intentions through attitudes toward charity. However, both the interaction and affect dimensions directly and indirectly influence donation intentions, with attitudes toward charity serving as a mediator. The mediation effect obtained is weak, so the mediation that occurs is partial mediation.</p>
<p>Corresponding author: Pepey Riawati Kurnia prk@ppm-manajemen.ac.id</p> <p>Copyright © 2024 by Authors, Published by IRJBS. This is an open access article under the CC BY-SA License</p> 	<p>SARI PATI</p> <p><i>Studi ini bertujuan untuk menguji pengaruh dari dimensi yang membentuk konstruk brand orientation (orchestration, interaction, dan affect) terhadap attitude toward charity dan donation intention. Penelitian ini juga menguji apakah attitude toward charity memediasi hubungan antara orchestration, interaction dan affect terhadap donation intention. Populasi sampel berasal dari penduduk Indonesia yang pernah berinteraksi dan atau berdonasi terhadap lembaga nirlaba di Indonesia. Sampel yang didapatkan sejumlah 282 orang dengan metode purposive sampling. Metode analisa data menggunakan Structural Equation Model (SEM) dengan pengukuran Partial Least Square (PLS). Hasil penelitian didapatkan dengan tingkat keyakinan 95%. Hasil penelitian menunjukkan dimensi Orchestration tidak memiliki pengaruh baik langsung ataupun tidak langsung terhadap donation intention melalui attitude toward charity. Dimensi Interaction dan Affect memiliki pengaruh baik langsung maupun tidak langsung terhadap donation intention dengan attitude toward charity sebagai mediator. Efek mediasi yang didapatkan lemah sehingga mediasi yang terjadi adalah mediasi parsial.</i></p>

INTRODUCTION

Non-profit organizations play a vital role in society, contributing to the economic development of many countries (da Silva et al., 2020). Nonprofit organizations also contribute to the well-being of communities, performing important roles even in a global context (D. S. M. Lee & Markham, 2006). In several countries, they even provide significant employment opportunities, further highlighting their social and economic impact (Pope et al., 2009).

The sustainability of nonprofit organizations depends on three elements: financial donations, time investment, and non-financial physical support (Beldad et al., 2014). Among these three forms of support, financial contributions are the most crucial (Hsu et al., 2005). This is evident because organizations struggle to carry out activities and cover operational costs if the required funds are scarce, insufficient, or unavailable. However, with an increasing number of non-profit organizations, competition for funding becomes more intense (Chad, 2013).

Throughout the COVID-19 pandemic up to the current transition period, many non-profit organizations in Indonesia have faced reduced support and donations from the government, private sector, and international sources (Yopi Makdori, Liputan 6.com, 2022). Consequently, non-profit organizations have recognized the necessity of adopting marketing practices employed by commercial entities (Ewing & Napoli, 2005). To reduce dependency on donor agencies, new fundraising initiatives must be implemented (Firdaus Cahyadi, Kompasiana, 2020).

In Indonesia, more than 65,000 registered non-profit organizations operate under the Indonesian Ministry of Home Affairs, resulting in growing competition for financial support and volunteers (Apaydin, 2011). Consequently, these organizations must adapt to a dynamic environment to maintain a competitive edge and ensure sustainability (Z. Lee, 2013). To achieve this state, non-profit organizations must analyze donor perceptions and attitudes,

identifying the factors that drive their involvement and ultimately their intention to donate (Lwin & Phau, 2014).

The strategic advantage of building a brand in a competitive market has long been embraced by commercial organizations (Hankinson, 2001). Extensive research conducted by Michel and Rieunier (2012), do Paço (2014), and Teah et al. (2014) reveals that branding in non-governmental organizations (NGOs) significantly influences the intention to donate funds. For NGOs, brands serve as guarantees of efficiency, recognition, and organizational credibility (do Paço, 2014). Brands have emerged as crucial differentiating factors for organizations, with a likable brand correlating to a greater potential for donations (Michel & Rieunier, 2012).

Brand orientation influences the performance of non-profit organizations (Napoli, 2006). It comprises how organizations create, develop, and maintain a brand to achieve their goals (Liu et al., 2015). This study replicates the research conducted by da Silva et al. (2020), which focuses on the impact of brand orientation dimensions (orchestration, interaction, affect) on attitudes toward charity and donation intentions. This study aims to provide information empirically for academics and serves as a foundation for further research.

Practically, this research provides an overview of the influence of marketing factors conducted by organizations on individuals' interest in eventually making donations. It is hoped that this study can assist organizations in formulating fundraising strategies and attracting donation interest from potential donors. With loyal donors' ongoing support, funding can become more stable, enabling the organization to effectively carry out its programs.

Building a brand as a strategic means to gain a competitive advantage has long been adopted by commercial organizations (Hankinson, 2000). However, efforts to examine its relevance and

attributes in the non-profit sector have only recently emerged (Ewing and Napoli, 2005). Research by Michel and Rieunier (2012), Pao Rodriguez et al. (2014), and Teah, Lwin, and Cheah (2014) reveals that branding among NGOs significantly influences monetary donation intentions. Baghi and Gabrieli (2013) state that branding represents a valuable strategic resource for the non-profit sector to attract resources and volunteers.

Brand orientation refers to an approach wherein an organization's processes revolve around creating, developing, and maintaining brand identity in interactions with target customers. The aim is to achieve sustainable competitive advantage and organizational goals (Urde, 1999; Liu et al., 2015). Through their brand orientation, organizations can communicate their unique value to the target audience, differentiate themselves from competitors, gain more support and trust from the community, enhance fundraising efforts, and perform more effectively in their roles (Silva et al., 2020).

Hankinson (2001) conducted an exploratory study examining the factors shaping brand orientation by researching 500 non-profit organizations in the UK. The identified themes include understanding the brand, identifying brand values, communicating the brand, using the brand as a strategic resource, and managing the brand. Results from interviews conducted by Hankinson (2000) found that brand orientation impacts awareness and fundraising, trust, recruitment of staff members and volunteers, and education. Consistent with this point, the literature review by Apaydin (2011) reveals that brand orientation influences performance outcomes, including the quality of goods and services, policies, resource acquisition, and reputation.

Mulyanegara (2011) explores the perceived brand orientation and its impact on customer attitudes arising from brand-oriented activities. The results of Mulyanegara's research support Napoli's

(2006) findings, indicating that brand orientation positively influences the performance of non-profit organizations and enhances their service to stakeholders in competitive environments. Ultimately, this underscores the significance of the brand as a valuable asset for non-profit organizations, further justifying the need to investigate its impact on donation intentions. Ewing and Napoli (2005) conclude that the three dimensions of brand orientation are orchestration, interaction, and affect (Ewing and Napoli, 2005).

The orchestration dimension assesses the ability of non-profit organizations to execute activities that effectively communicate a consistent image of the organization to both internal and external stakeholders (da Silva et al., 2020). The literature shows that greater similarity of perception with stakeholders usually improves the client's attitude toward the organization and influences their purchase intention (Ellen et al., 2006; Barone et al., 2007). These indicators can be explained by individuals' motivation from the marketing activities conducted by the organization to use their services and to make donations. Individuals also believe that the organization's brand truly represents its activities, driving them to promote the organization's services. Individuals perceive that the conveyed brand message is consistent, and they can understand it well (Silva et al., 2020).

Interaction measures the degree to which an organization engages in dialogue with key stakeholders and adapts to environmental changes (Ewing and Napoli, 2005). According to Russell and Russell (2010), a stronger relationship between the organization and stakeholders tends to have a positive impact on behavior. When an organization is open and responsive to the needs and input of its target audience, it creates a favorable impression and fosters a positive attitude toward non-profit organizations. This positive attitude is expected to enhance donation intentions. It encompasses several indicators, including stakeholders' positive experiences with the organization's services, the

organization's openness to feedback, the provision of necessary services, and the organization's understanding of the sector in which it operates and is adaptive to change (Hankinson, 2000; Napoli, 2006; Apaydin, 2011; Silva et al., 2020).

Affect indicates the organization's understanding of stakeholders' brand attitudes and emotions, particularly their preferences and dislikes (Napoli, 2006). Brand attitude, which relates to consumer preferences and overall evaluation of a brand, is considered a predictor of behavioral intention (Wu et al., 2019; Vidyanata et al., 2018). When an organization is aware of stakeholders' preferences and dislikes, it can adapt its performance accordingly. Therefore, it can be inferred that the affect dimension influences individual behavior, including attitude and intention (Silva et al., 2020). The more stakeholders like the organization, the more positive their attitude and intention toward donation will be. Affect indicators are reflected in stakeholders' attitudes and feelings toward the brand (Abzari et al., 2014). They encompass the presence of pleasant feelings, friendly and engaging sentiments, and the organization's ability to understand stakeholders' preferences and dislikes regarding the brand (Hankinson, 2000; Napoli, 2006; Apaydin, 2011; Silva et al., 2020).

Silva et al.'s (2020) research examines the influence of brand orientation and attitude toward charity on donation intention. The dimensions of brand orientation include orchestration, interaction, and affect (Ewing and Napoli, 2005). The study found that attitude toward charity significantly influences donation intention for non-profit organizations in Brazil. Results from the research indicated that within the dimensions of brand orientation, the interaction dimension affects attitude toward both charity and donation intention. The orchestration dimension only influences attitude toward charity, while the affect dimension only affects donation intention. Silva et al. (2020) omit attitude as a mediator in their research.

Generating positive and favorable attitudes among the target audience is a key objective for charitable organizations (Teah et al., 2014). This is because individuals with a positive attitude toward the organization are more inclined to make donations. Webb et al. (2000), Lwin and Phau (2014), and Teah et al. (2014) find that individuals with a positive attitude toward non-profit organizations tend to be supportive of those organizations. Smith and McSweeney (2007) reveal that attitudes significantly precede donation intentions, emphasizing the relevance of considering attitudes toward charity.

The study by Ranganathan and Henley (2008) examines whether the variable "attitude toward charities" mediates other antecedent variables in the context of donation intention behavior. Ranganathan (2008) finds that religiosity has an influence on an individual's altruism, but altruism alone does not necessarily lead to donation intention. The variables "attitude toward charities" and "attitude toward organizational marketing communication" mediate an individual's altruism, ultimately influencing donation intention.

Hassan et al. (2018) discover that attitude toward charities significantly mediates several antecedent variables in the donation intention of Generation Y in Malaysia. The antecedent variables include perceived ability, perceived benevolence, and perceived integrity. Perceived ability refers to an individual's perspective on their capability to consider and take action in giving donations. Perceived benevolence involves a donor's belief that a non-profit organization understands the best needs of donation recipients and requests donations appropriately and not excessively. Perceived integrity is an individual's confidence in the ethical, consistent, honest, and promise-keeping operational integrity of a non-profit organization. Non-profit organizational marketing must consider how to enhance individuals' perceptions of the organization. This can be achieved by improving the organization's reputation, performance, and communication with the public.

Various studies indicate that attitude is a manifestation of an individual's behavioral intentions, including monetary donations (Smith and McSweeney, 2007). Knowles et al. (2012) state that attitude is a comprehensive and enduring evaluation of a non-profit organization. Therefore, a positive attitude toward a non-profit organization is key for donors in bridging their decisions on which organization to support (Hassan et al., 2018).

According to the Theory of Planned Behavior, attitude is an antecedent variable to behavioral intention (Ajzen, n.d.). Studies by Ranganathan and Henley (2008) and Hassan et al. (2018) indicate that attitude toward charities plays a significant mediating role in various variables that influence donation intention. Song and Kim (2020) and Koschate-Fischer et al. (2012) reveal that attitude acts as a moderator, strengthening or weakening the influence of independent variables on the dependent variable. However, research positioning attitude as a mediator is more prevalent and frequently conducted compared to studies treating attitude as a moderator (Ranganathan & Henley, 2008; Hassan et al., 2018; Aji et al., 2021). Additionally, Silva (2020) finds that orchestration and interaction impact attitude, and attitude subsequently affects donation intention. This provides a basis for the possibility of attitude emerging as a mediator.

Researchers have also conducted a survey involving 24 individuals. Sixteen, or two-thirds of the participants, expressed that attitude plays a crucial role for them. They perceive that marketing communication, interactions with the organization, and their emotional connection with the organization shape their attitude. This attitude is an essential precondition for their willingness to donate. The remaining eight individuals view attitude merely as another variable that can either reinforce or weaken their donation inclination. This context, coupled with the theoretical foundation from previous research and the survey among respondents in Indonesia, strengthens the case for re-evaluating attitude as a mediator. Therefore, the

distinguishing aspect of this research compared to previous studies is the examination of the mediating effect of attitude toward charity in the relationship between brand orientation and donation intention.

Hypotheses:

- H_{1a+}: Orchestration positively influences attitude toward charity.
- H_{1b+}: Orchestration positively influences donation intention.
- H_{2a+}: Interaction positively influences attitude toward charity.
- H_{2b+}: Interaction positively influences donation intention.
- H_{3a+}: Affect positively influences attitude toward charity.
- H_{3b+}: Affect positively influences donation intention.
- H₄₊: Attitude toward charity positively influences donation intention.
- H₅: Orchestration has an indirect influence on donation intention through attitude toward charity as a mediator.
- H₆: Interaction has an indirect influence on donation intention through attitude toward charity as a mediator.
- H₇: Affect has an indirect influence on donation intention through attitude toward charity as a mediator.

METHODS

The sample population for this study consists of Indonesian residents who have interacted with and/or donated to non-profit organizations in Indonesia. The purposive sampling method was employed for participant selection. Primary data collection was conducted electronically through online questionnaires. The study utilized a 6-point Likert scale ranging from 1 (strongly disagree, SD) to 6 (strongly agree, SA). This scale prompts respondents to express their opinions on a continuum from negative to positive, minimizing neutral responses. The assumption is that participants who have experienced positive or negative experiences or hold strong opinions are more likely to engage in research studies (Wu et al., 2019).

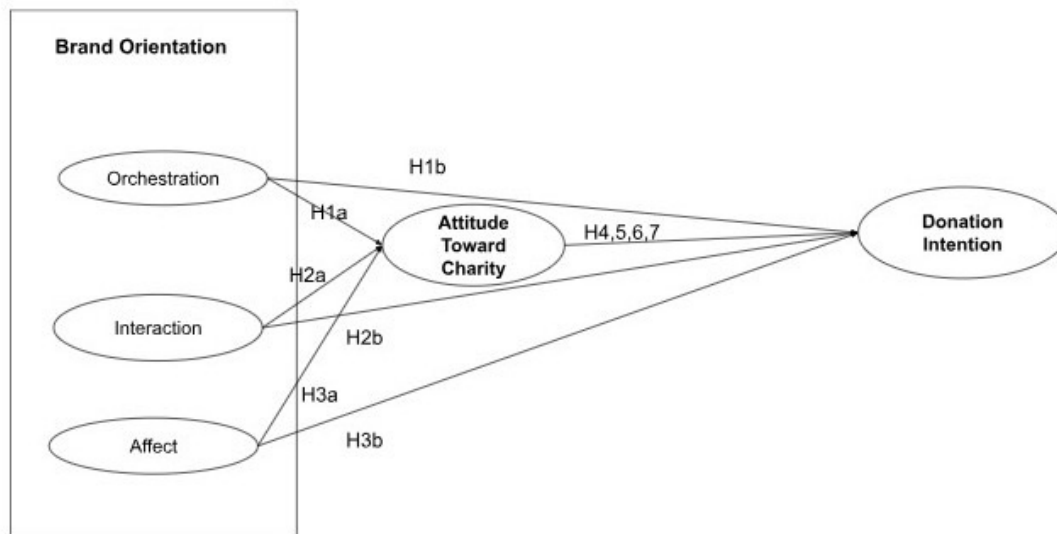


Figure 1. Research Model

This study employs a quantitative analytical method, which utilizes numerical data to describe the problem. The collected data will be processed using the SmartPLS version 3.0 software application. Partial Least Squares (PLS) is a variant of the structural equation analysis (SEM) that allows for simultaneous testing of the measurement and structural models. SEM enables factor analysis, regression analysis, and path analysis to provide an overall understanding of the model. PLS SEM does not require researchers to use a large amount of data, but a large sample size (>250) can enhance the precision and consistency of SEM-PLS estimation results (Sholihin, 2020). Hair et al. (2013) state that the minimum sample size guidelines in SEM-PLS analysis should be equal to or greater than five to ten times the number of formative indicators used to measure constructs. In this study, the number of formative indicators is 27, so the minimum sample size is 135-270 samples.

Factor analysis includes validity and reliability tests. The Influence Test utilizes t-statistic values and P-values. When using t-values, the calculated t-value (t_0) is compared to the t-table value ($t_{\alpha/2}$). With a sample size of 282, the t-table value is 1.962 for a 95% confidence level and a margin of error of 0.05. If the calculated t-value exceeds 1.962 or falls

below -1.962, the null hypothesis (H_0) is rejected in favor of the alternative hypothesis. When using P-values, they should be less than 0.05, indicating statistical significance (Narimawati, 2020).

RESULTS AND DISCUSSION

Result

The data collection process yielded a total of 282 respondents who met the requirements and provided complete responses. This number satisfies the target sample size according to Hair (2019), which recommends a minimum of 5-10 times the number of indicators, corresponding to 135-270 respondents in this study. Among the respondents, there were 171 females (61%) and 111 males (39%). The largest age group was between 25-34 years, accounting for 58% of the participants. Approximately 48% of the respondents were employed in the private sector. Of the respondents, 76% held diplomas or S1 degrees, while 17% held Master's or S3 degrees. The majority of respondents (60%) were unmarried. In terms of monthly expenditure, the highest proportion (37%) fell within the range of 2-5 million, equivalent to the minimum wage amount, followed by 36% in the range of 5-10 million. 95% of them reported previous donations, and 90.4% expressed an intention to donate again. These findings indicate a significant level of loyalty

and positive interaction between respondents and the non-profit organizations they support.

Validation of The Structural Model

Table 1 indicates that both convergent and discriminant validity are established. Convergent validity is assessed by examining the loading factor values and the Average Variance Extracted (AVE). All loading factor values meet the minimum threshold of 0.5, as recommended by Hair et al. (2019). Additionally, the AVE values exceed 0.5,

confirming the convergent validity of the indicators. To establish discriminant validity, the cross-loading values should demonstrate that the indicators for each variable have higher values than indicators for other variables. As shown in Table 1, the loading values of each indicator surpass the cross-loading values of indicators from other variables, indicating the discriminant validity of the data.

Reliability testing for the decision criteria is conducted using Cronbach's alpha and composite

Table 1. Loading Factor, Cross Loading, Average Variance Extracted (AVE)

Indicator	OR	IN	AF	AT	DI	AVE
OR1	0.784	0.482	0.474	0.327	0.380	0.654
OR2	0.800	0.489	0.464	0.330	0.371	
OR3	0.798	0.589	0.555	0.512	0.495	
OR4	0.850	0.597	0.573	0.405	0.546	
OR5	0.810	0.619	0.545	0.470	0.536	
IN1	0.585	0.826	0.620	0.628	0.625	0.659
IN2	0.548	0.791	0.656	0.484	0.560	
IN3	0.554	0.840	0.644	0.504	0.601	
IN4	0.606	0.808	0.630	0.470	0.579	
IN5	0.535	0.794	0.614	0.552	0.623	
AF1	0.477	0.455	0.670	0.336	0.388	0.609
AF2	0.501	0.548	0.744	0.354	0.462	
AF3	0.547	0.606	0.818	0.519	0.581	
AF4	0.543	0.693	0.832	0.539	0.600	
AF5	0.498	0.643	0.820	0.575	0.563	
AF6	0.501	0.655	0.785	0.575	0.617	
AT1	0.435	0.586	0.549	0.795	0.584	0.719
AT2	0.433	0.533	0.529	0.861	0.553	
AT3	0.442	0.552	0.580	0.870	0.491	
AT4	0.387	0.498	0.476	0.859	0.437	
AT5	0.488	0.589	0.547	0.852	0.511	
DI1	0.507	0.625	0.587	0.529	0.771	0.663
DI2	0.438	0.566	0.549	0.558	0.843	
DI3	0.310	0.363	0.382	0.333	0.657	
DI4	0.497	0.676	0.605	0.553	0.818	
DI5	0.529	0.661	0.625	0.497	0.900	
DI6	0.545	0.641	0.610	0.484	0.871	

Source: SmartPLS 3

Table 2. Reliability test results

Variabel	Cronbach's alpha	Composite Reliability
Affect	0.872	0.903
Attitude	0.902	0.927
Donation Intention	0.897	0.921
Interaction	0.871	0.906
Orchestration	0.870	0.904

reliability tests. If the values of Cronbach's alpha and composite reliability exceed 0.7, they are considered reliable (Hair et al., 2014). Table 2 displays the values of Cronbach's alpha and composite reliability for the five variables, all of which surpass 0.7, indicating reliability.

Goodness-of-Fit Testing of the Inner Model

R-Square (R²) or the coefficient of determination indicates how much the independent variable can explain the dependent variable. The R² value for attitude is 0.470, meaning that 47% of the variation in attitude can be explained by interaction and affect. The R² value for donation intention is 0.601, indicating that 60.1% of the variation in donation intention can be explained by interaction, affect, and attitude. Based on Table 3, the R² results are considered moderate for both attitude and donation intention.

Table 3 Coefficient of Determination Result (R²)

Dependent Variables	R ²	Category
Attitude	0.470	Moderate
Donation Intention	0.601	Moderate

Hypothesis Test

Figure 2 presents the processed output of the research framework using Smart PLS. The hypothesis testing examines both the direct and indirect effects. An overview of the hypothesis testing results is presented in Table 4.

Discussion

This study did not yield consistent results regarding the influence of orchestration on attitude, as indicated by the insignificant coefficient ($\beta = 0.055$, p-value $0.527 > 0.05$). Hence, the H1a+ hypothesis, which suggests that "Orchestration positively influences attitude toward charity," cannot be rejected. Previous research has shown that orchestration does impact attitude toward charity (Ellen et al., 2006; Da Silva et al., 2020). In the context of the study in Brazil, orchestration carried out by nonprofit organizations affects their attitude, specifically eliciting admiration and respect for the nonprofit organization.

The H01b+ hypothesis, which suggests no positive effect of orchestration on donation intention,

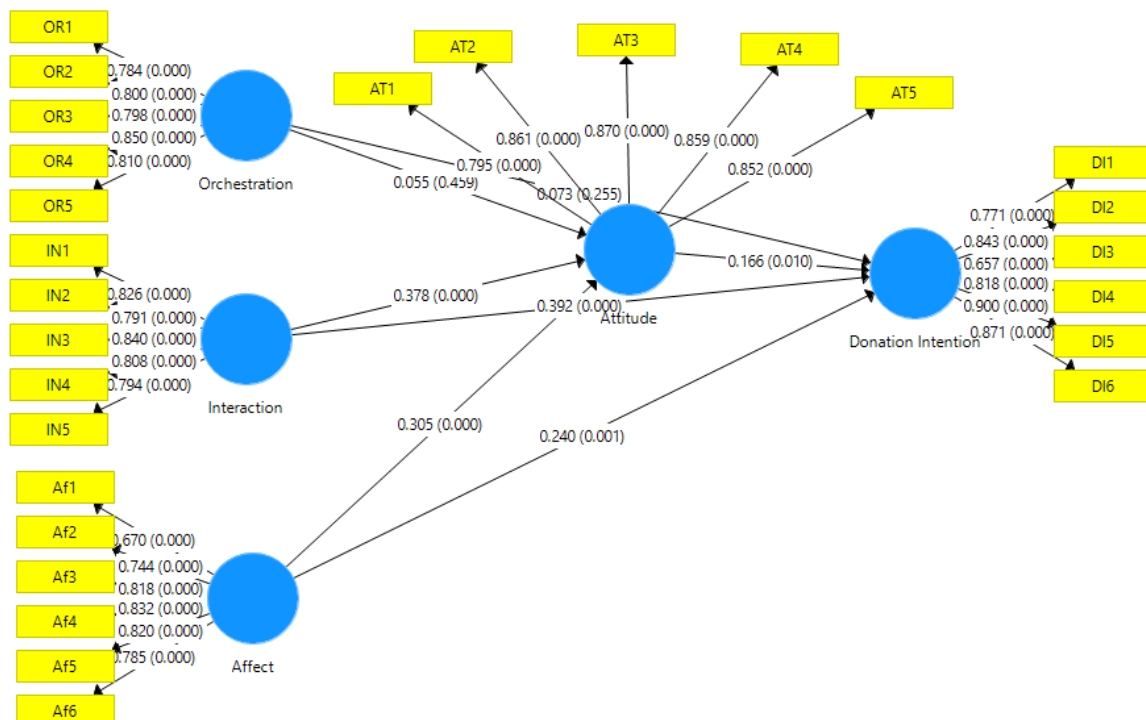


Figure 2. Output of the research framework

Table 4. Hypothesis Test

<i>Hipotesis</i>	<i>Influences</i>	B	t	P value
H1a	OR ? AT	0.055	0.633	0.527
H1b	OR ? DI	0.073	1.038	0.300
H2a	IN ? AT	0.378	4.356	0.000
H2b	IN ? DI	0.392	4.829	0.000
H3a	AF? AT	0.305	3.679	0.000
H3b	AF? DI	0.240	3.441	0.001
H4	AT ? DI	0.166	2.707	0.007
H5	OR ? AT ?DI	0.009	0.580	0.562
H6	IN ? AT ? DI	0.063	2.239	0.026
H7	AF ? AT ?DI	0.051	2.064	0.040

cannot be rejected ($\beta=0.073$, p-value $0.300 > 0.05$). This result contradicts the findings of Hankinson (2001) and Ewing and Napoli (2005) but aligns with the research by Da Silva et al. (2020) despite the acceptance that consistent marketing communications in describing organizational activities do not necessarily translate into financial support from respondents.

One of the indicators for measuring orchestration is the marketing communications that motivate respondents to support the organization's funding (OR2). The OR2 indicator has an average score of 4.6, which means it falls between the "somewhat agree" and "agree" categories. A total of 115 individuals (40%) selected responses of 4 or below, indicating a tendency not to agree with the statement of that indicator. Meanwhile, for the OR3 indicator, the average score is 5, indicating that respondents on average agree that the nonprofit organization's marketing communications consistently convey its activities. This data makes apparent that, although marketing communications are accepted and perceived as consistently representing the organization's activities by respondents, it doesn't necessarily motivate them to support the organization financially.

Researchers attempt to conduct interviews with respondents to explore why orchestration has a limited impact on attitude and donation intention. The first opinion raised was that the nonprofit organizations they support have been

established in Indonesia for a considerable time, so their names and contributions are already well known. This makes marketing communications less influential for them. Some organizations like Perkantas, PMI, and UNICEF have been operating for more than 50 years. The KitaBisa.com platform was founded in 2013, and it's the largest and most trusted online donation platform in Indonesia. This could also influence the attitudes held by the respondents. The second opinion stated that the marketing communications conducted by nonprofit organizations are not engaging enough or lack impact. Some statements expressed include the communication being in the form of lengthy text messages on WhatsApp, underutilization of audio-visual elements, and a lack of distinct identifiers that resonate with the respondents. However, they still want to donate because they have previously engaged with the organization, understand its activities, have relationships with the firm, and interact with the organization's staff.

Neither H02a+ nor H02b+ hypotheses concerning the interaction dimension were accepted in this study. This indicates that the interaction dimension has a significant influence on both attitude toward charity ($\beta=0.378$, p-value $0.000 < 0.05$) and donation intention ($\beta=0.392$, p-value $0.000 < 0.05$). These findings align with previous studies conducted by Hankinson (2000), Napoli (2006), Russell and Russell (2010), and Da Silva et al. (2020). Russell and Russell (2010) argue that a closer relationship between an organization

and its stakeholders enables the organization to understand and adapt to their needs and desires, thereby positively influencing their attitudes. When an organization effectively manages a brand that facilitates interaction, receives feedback, and demonstrates responsiveness and adaptability to the target audience's needs and input, it fosters a positive attitude toward non-profit organizations (Da Silva et al., 2020).

This research further confirms that the intention to donate and the willingness of donors to utilize and recommend non-profit organizations are influenced by the organization's interaction with key stakeholders. Interaction refers to the organization's ability to engage in dialogue with stakeholders and adapt to environmental changes, reflecting its responsiveness to stakeholder needs (Ewing and Napoli, 2005). When stakeholders have positive experiences with the organization's services, the organization is open to feedback, it provides necessary services, it demonstrates a strong understanding of the sector, and it adapts to change, it is assumed that stakeholders will actively support the organization's ongoing operations (Silva et al., 2020).

The hypotheses concerning the affect dimension, H03a+ and H03b+, were both rejected in this study. This means that the affect dimension has a significant influence on both attitude toward charity ($\beta=0.305$, p-value $0.000 < 0.05$) and donation intention ($\beta=0.240$, p-value $0.001 < 0.05$). These findings differ somewhat from the research conducted by Da Silva et al. (2020). While Da Silva (2020) concludes that affect does not significantly impact attitude toward charity, this study aligns with previous research by Webb et al. (2020) and Napoli (2006). Affect indicates the organization's understanding of stakeholders' brand attitudes and feelings, particularly what key stakeholders like or dislike (Napoli, 2006). According to Silva et al. (2020), affect alone is insufficient for stakeholders to perceive the organization's mission as noble, admirable, and worthy of support. In the

context of research conducted in Indonesia, when organizations establish close, engaging, and likable relationships, they can influence stakeholders' perceptions and generate a positive attitude toward the organization.

The hypothesis H03b+, which suggests that "There is no positive influence of affect on donation intention," is rejected. This finding aligns with previous studies conducted by Webb et al. (2020), Napoli (2006), and Da Silva et al. (2020). Brand attitude is considered an indicator of behavioral intention (Vidyanata et al., 2018). When an organization demonstrates adaptability to donors' preferences and dislikes, it provides individuals with sufficient reason to donate (Silva et al., 2020). In the context of research conducted in Indonesia, when an organization is friendly, engaging, likable, and generous, it positively influences donation intention. Hypothesis H04, as shown in Table 4, reveals a significant positive effect of attitude on donation intention, with $\beta=0.166$ and a p-value of $0.007 < 0.05$. This finding aligns with previous research conducted by Webb et al. (2000), Smith & McSweeney (2007), Ranganathan (2008), Teah, Lwin & Phau (2014), Hassan (2018), and Da Silva et al. (2020). Webb et al. (2000) and Lwin & Phau (2014) discover that individuals with a positive attitude toward non-profit organizations tend to support them. Similarly, Smith and McSweeney (2007) and Ranganathan (2008) find that attitude significantly influences donation intention as an antecedent variable. When individuals possess a positive attitude toward an organization, they perceive it as the right way to help others by supporting the organization (Silva et al., 2020).

Hypothesis H05, as indicated in Table 4, reveals a non-significant effect with $\beta=0.009$ and a p-value of $0.562 > 0.05$. Therefore, it can be concluded that "Attitude toward charity does not mediate orchestration of donation intention." These results differ from the findings of Ranganathan and Henley (2008) and Hassan et al. (2018), who assert that altruism alone does not necessarily lead to donation

intention. In their research, variables such as attitude toward charities and attitude toward organizational marketing communications mediate altruism, ultimately leading to the intention to donate. This finding aligns with the rejection of Hypotheses 1a and 1b. When respondents already possess strong connections with non-profit organizations, marketing communications become less influential in shaping their donation intention.

Hypothesis H06, as shown in Table 4, demonstrates a significant effect with $\beta=0.063$ and a p-value of $0.026 < 0.05$. Consequently, it can be concluded that attitude toward charity mediates the interaction on donation intention. These findings align with previous research conducted by Ranganathan and Henley (2008) and Hassan et al. (2018). When individuals perceive benevolence and integrity in non-profit organizations, their attitude toward these organizations improves (Hassan et al., 2018). By enhancing public perception through interactive strategies that adapt to stakeholder needs, possess deep sector knowledge, enhance performance, provide positive experiences, and effectively communicate, non-profit organizations can positively influence individuals' attitudes toward charities, ultimately leading to donation intention.

Hypothesis H07, as indicated in Table 4, reveals a significant effect with $\beta=0.051$ and a p-value of $0.040 < 0.05$. Therefore, it can be concluded that attitude toward charity mediates affect on donation intention. These findings align with previous research conducted by Ranganathan and Henley (2008) and Hassan et al. (2018). When individuals have positive and enjoyable experiences with non-profit organizations, they are more likely to develop a positive attitude toward these organizations. This positive attitude then influences their intention to donate.

Subjective norm was found to significantly influence attitude and donation intention in the study by Aji et al. (2020) in Indonesia. In this study, the respondents' demographics indicated that 50%

had connections to religious-based nonprofit organizations. This suggests the need to add a subjective norm factor closely related to attitude to create a more comprehensive model. Therefore, in this study, an attempt was made to examine non-metric variables (in this case, religion) and compare the differences in statistical processing between data from respondents based on religion and non-religion. The comparison was conducted using the Multigroup Analysis PLS method.

Respondents based on religion accounted for 56% of the sample (159 out of 282 respondents). The test results for the group of respondents outside religious-based organizations were consistent with the overall analysis results. Orchestration did not significantly affect both groups, while interaction and affect had a positive influence on both attitude and donation intention. Attitude significantly influenced donation intention. Path coefficient testing showed non-significant results, indicating that the influence between respondents based on religion and non-religion differed but was not significant. In this regard, religiosity did not moderate the influence between independent variables and dependent variables. This is in line with the findings of Aji et al. (2020), which show that religiosity among Indonesian respondents does not affect donation intentions when the donation is not a religious obligation.

MANAGERIAL IMPLICATION

The results of this research provide insights into how marketing implementation can be effective for non-profit organizations. For non-profit organizations, marketers do not merely sell goods and services for profit but rather focus on selling the mission or purpose of the organization to gain support from potential donors and those already engaged continuously.

It was reported that 268 respondents (95%) have donated to at least one non-profit organization in Indonesia. A total of 255 individuals (90.4%) expressed an intention to donate again. The

dimension of orchestration was found to be not significant, considering the conditions of the respondents who already trust the long-established organization, diminishing the impact of marketing communication on attitude and donation intention. The selection of where to donate is then determined by the interactions and affection the participants have toward a specific institution.

The dimensions of interaction and affect have a significant impact on respondents. Marketing managers of non-profit organizations must consider building and maintaining interactions with them, ensuring channels for feedback, paying attention to the input provided, and adapting to changing conditions and needs. These interactions should be conducted in a warm and friendly atmosphere to understand the likes and dislikes of supporters, thereby enhancing their affection for the organization.

In practical terms, the findings of this research offer insights to managers in non-profit organizations by providing information on how an individual's attitude and donation interest are influenced by the dimensions of brand orientation. Therefore, managers should examine whether they already possess these dimensions of brand orientation and develop strategies that support their organizations in gaining more support from the community, acquiring more resources (both funds and volunteers), and improving service performance. Ultimately, this leads to the sustainability of the organization in the community with increasingly better services.

Efforts to build a brand through interaction and affection will result in positive attitudes toward the organization. This is evident in the admiration and respect respondents hold for the organization's endeavors. They perceive the organization's actions as noble, beneficial, and relevant to societal needs. Donation intention isn't limited to present contributions; stakeholders also express a desire for long-term involvement with the organization and even recommend it to others. This long-

term engagement will ensure the organization's sustainability.

CONCLUSION

The results of the analysis and discussion indicate that there was no direct or indirect effect of orchestration on attitude toward charities or on donation intention. There is a direct influence of interaction, affect, and attitude on donation intention. There is an indirect effect of interaction and affect on donation intention through the attitude toward charities as a mediator.

The results of this study contribute additional insights compared to previous research conducted by Da Silva (2020) in Brazil. Da Silva (2020) previously found that orchestration only affects attitude toward charities, affect only influences donation intention, and only interaction has an impact on both. This current study reaffirms that interaction consistently demonstrates a significant influence on attitude toward charities and donation intention. Additionally, affect was found to have an impact on the attitudes of respondents in Indonesia.

This study also sought to examine whether attitude toward charities could mediate the dimensions forming brand orchestration. The findings indicate that attitude has a significant direct influence on donation intention and can also mediate the impact of interaction and affect on donation intention. This aligns with previous research that identified the mediating role of attitude. However, the mediation observed here is partial, indicating that the role of attitude is not complete. Brand orchestration does not serve as an antecedent to attitude in this context.

Based on the data processing results, this model only contributes about 47% to attitude and 60% to donation intention. The model specifically examines the internal capacity of the organization to build a sustainable brand through orchestration, interaction, and affect (Ewing and Napoli, 2005). Therefore, the addition of other factors could

enrich the model to explore additional influences on donation intention.

This study focuses solely on the marketing-related variable of brand orientation within organizations. However, the theory of planned behavior suggests that other variables such as subjective norms and perceived behavioral control could also be explored. The sample size consisted of 282 respondents, with 95% of them reporting previous donations and 90.4% expressing an intention to donate again. These findings indicate a significant level of loyalty and positive interaction between respondents and the non-profit organizations they support. However, one limitation of this research is the lack of data from individuals who are not yet loyal donors. Furthermore, the study does not include an in-depth analysis of the relationship between demographic factors and respondents' interest in donating.

This research was conducted during the transitional period of the COVID-19 pandemic, a time marked by economic uncertainty that may impact individuals' willingness to donate despite receiving effective marketing communications. This is evident in the

data, in which the average attitude value is high, but the donation intention remains lower than the attitude value.

As an academic suggestion, the author could consider conducting retesting at a time when economic conditions are more conducive. Subsequent researchers could also add additional variables from the perspective of donors' subjective norms and explore aspects related to the donation platform used. The addition of these variables is expected to enrich and result in a more comprehensive concept for formulating marketing strategies for nonprofit organizations. Another aspect to improve future studies is increasing the number of respondents to obtain a wider variety of respondent backgrounds. Subsequent research could also attempt to compare differences in terms of donor age categories, allowing for appropriate strategies to be devised according to the different donor age groups. Future studies could also deepen the research focus by exploring different types of non-profit organizations. Given the varying visions of each organization type, there could be a significant factor influencing donation motivations. ■

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