



How Strategy Sustains Da'wah Broadcasting: Content and Resource Management in Indonesian Islamic Universities



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Abstract. Islamic broadcasting institutions that operate television and radio da'wah in Indonesian higher education face mounting pressure from digital disruption, constrained funding, and shifting audience habits. This study examines whether content management and resource management mediate the relationship between strategic media management and the institutional sustainability of da'wah broadcasting units. A quantitative cross-sectional survey collected responses from 173 participants directly involved in managing campus-based da'wah television and radio, comprising unit managers, supervising lecturers, and active student crew, across four Islamic higher education institutions in Indonesia. The data were analyzed using partial least squares structural equation modeling with 1,000 bootstrap subsamples. The measurement model showed satisfactory reliability, convergent validity, and discriminant validity. Strategic media management significantly predicted both content management and resource management, and each capability significantly predicted institutional sustainability. The specific indirect effects indicate that strategy reaches sustainability mainly through these two capabilities rather than directly. The findings extend the resource-based view to Islamic campus broadcasting and suggest that strategy translates into institutional survival only when it is enacted through disciplined content and resource practices. This study discusses implications for managers, supervising faculty, and broadcasting policy.

Keywords: content management; da'wah broadcasting; institutional sustainability; resource management; strategic media management

Introduction

Background of the Study

Religious broadcasting has long served as a far-reaching instrument through which Islamic propagation, or da'wah, enters the everyday lives of Muslim audiences. Television and radio carry sermons, recitations, talk programs, and educational segments with a reach that printed materials rarely achieve alone. In Indonesia, the world's largest Muslim-majority country, broadcasting occupies a distinctive place in the religious public sphere. The medium connects formal religious authority with the ordinary rhythms of listeners and viewers across a vast archipelago. Da'wah programming appears on commercial channels, public service outlets, community stations, and campus-based broadcasters alike.

Within higher education, Islamic universities and institutes increasingly operate their own television and radio units. These campus broadcasters are unusual because they pursue



two missions at the same time. They function as training laboratories where students of communication and da'wah learn production, presentation, and editorial skills. They also function as da'wah platforms that broadcast religious and educational content to the communities around them. Earlier work on campus radio in Malaysian and Indonesian universities treats these stations as non-commercial outlets whose value lies in education rather than profit (Sabran & Abd Karim, 2018). That same body of work warns that some stations are managed without sufficient system and gradually lose the interest of the communities they intend to serve.

The contemporary media environment has made the question of survival more pressing than ever before. Audiences have migrated toward on-demand platforms, social media, and streaming services, and religious communication has followed them into these spaces (Naamy, 2023; Arifianto, 2019). Studies of digital da'wah document a clear movement away from one-directional preaching toward interactive and platform-mediated forms of religious communication (Campbell & Evolvi, 2020; Amelia et al., 2024). For conventional broadcasters attached to universities, this shift cuts both ways. It widens the potential reach of their message while intensifying competition for attention and straining the limited resources on which small stations depend. Research on Islamic radio in the digital age frames the situation candidly as a struggle for survival (Farid & Hakimi, 2025).

Research Gap

Although the importance of da'wah broadcasting is widely acknowledged, the scholarly treatment of its management remains uneven and incomplete. Much of the work on Islamic media is qualitative and descriptive, built on case studies, interviews, and content analyses that illuminate practices and meanings (Al Kahfi et al., 2024; Nasihah et al., 2026). These studies are valuable in their own right, yet they rarely test relationships among management constructs in a way that can be generalized. The resulting literature is therefore rich in description but thin in explanatory and model-based evidence about what sustains a station.

Three specific gaps motivate the present study. Beyond this empirical scarcity, existing resource-based and dynamic-capabilities accounts do not yet explain how a mission-driven organization that measures success partly in da'wah terms converts scarce resources into durable viability when survival cannot be read directly off market performance; closing this explanatory gap, and not merely the absence of prior data, is the theoretical motivation for the hypotheses that follow. There is little quantitative evidence on whether strategic media management actually produces institutional sustainability in religious broadcasting. Even where management is discussed, the mechanism that links strategy to sustainability is seldom specified, so the mediating role of content and resource capabilities remains largely untested. Prior research on broadcasting management has also concentrated on commercial and community stations, while campus-based da'wah television and radio have received almost no quantitative attention at all. Related debates about audience data, and about the balance between public service and commercial logic, have been raised far more often than they have been measured (McDonnell, 2023; Noonan, 2014; Ibrahim et al., 2023). These gaps together leave an important question unanswered, namely how strategy becomes survival in this distinctive organizational setting.

Rationale of the Study

Addressing these gaps matters for several closely connected reasons. Campus da'wah broadcasters are a distinctive organizational form whose dual mission of training and propagation is not captured by studies of commercial or purely community stations. Their survival carries consequences well beyond the station itself, because it shapes both the education of future communication professionals and the reach of religious messages around

the campus. Understanding what keeps these units viable is therefore a question of practical as well as scholarly significance for Islamic higher education.

The people who run these units, namely managers, supervising lecturers, and student crew, hold direct knowledge of the management practices at issue. Their informed perceptions offer a credible source of evidence about how these stations are actually managed from one day to the next. An explanatory model that links strategy to sustainability through capabilities can also guide concrete decisions about where limited effort and funds should be invested. For institutions operating under tight budgets, such guidance is valuable because it points to the practices most likely to keep a station on the air. These considerations justify a quantitative study that models the relationships rather than merely describing them in isolation.

Literature Review

Management scholarship offers a coherent framework for understanding why some organizations endure while others falter over time. The resource-based view argues that durable advantage, and by extension continued viability, rests on the bundle of resources and capabilities an organization controls. It also rests on the ability of that organization to deploy those resources in a coordinated and purposeful way (Barney, 1991; Teece, 2018). Within this framework, a capability qualifies as a source of durable advantage specifically when it is valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991); strategic media management meets this description to the extent that it embeds locally accumulated, mission-specific knowledge of audience, da'wah objectives, and regulatory context that other stations cannot easily replicate, rather than functioning as managerial input in general. In the media sector specifically, strategic management has been the dominant lens for examining firm performance, with the resource-based view explaining how internal assets become a durable competitive position (Kung, 2017). Strategic media management directs attention to the decisions that shape a station's direction, its reading of the external environment, its targeting of audiences, and its positioning of programs. Although strategic management is sometimes treated in the literature as itself an organizational capability, it is modeled here as analytically prior to content and resource management because it concerns the choice of direction rather than the execution of that direction; the discriminant-validity evidence reported later (Table 3), in which strategic media management's correlations with the other three constructs remain below the Fornell-Larcker threshold, is consistent with this conceptual separation, though it does not by itself rule out all forms of conceptual overlap.

Two managerial capabilities translate strategy into practice within this setting. Content management covers the planning of programs, the maintenance of editorial quality and accuracy, the renewal of formats across platforms, and the alignment of content with both da'wah objectives and audience needs. Studies of da'wah communication increasingly stress that strategic planning is the first step from which creative and relevant content can follow (Al Kahfi et al., 2024; Nasihah et al., 2026; Dzulqarnain, 2025). Resource management covers the development of human competence, the upkeep of technical and information infrastructure, the stewardship of finances, and the use of digital technology in production and distribution. Research on Islamic institutions connects strategic communication management with the cultivation of human and organizational resources (Khumaini et al., 2023; Gregory & Willis, 2022).

Institutional sustainability is the capacity of a broadcasting unit to continue operating, retain its audience, and remain relevant over time. The literature on community and campus radio consistently identifies financial constraints, infrastructure, and the renewal of personnel as the central determinants of survival (Sabran et al., 2020; Sukhwani et al., 2021; Mpehongwa, 2025). At the same time, the ability to refresh content and adapt formats for new platforms is treated as decisive for keeping audiences engaged (Farid & Hakimi, 2025; Rahayu et al., 2025).

Taken together, these strands suggest that sustainability depends on both the content a station produces and the resources it commands. They also suggest that strategy is most likely to matter when it is expressed through these two capabilities rather than on its own.

Novelty of the Study

This study offers novelty on three connected fronts. It is, to the authors' knowledge, among the first to apply a quantitative structural model to the management of campus-based da'wah television and radio, a context studied almost exclusively through qualitative methods so far. This is best understood as an empirical and contextual contribution rather than a theoretical one: the study applies an established resource-based logic to a setting in which it has not previously been tested, rather than modifying the logic of the theory itself. It moves the conversation about da'wah management from description toward explanation by testing, rather than asserting, the relationships among strategy, capabilities, and sustainability. It also specifies and tests a mediating mechanism, showing how strategy reaches sustainability through content and resource management rather than treating these as parallel and unrelated themes. By drawing respondents from three role groups across four institutions, the study further captures management as a shared activity rather than the work of a single office. In doing so, it extends the resource-based view and the strategic media management tradition into a religious and educational setting where they have rarely been applied.

Purposes and Hypotheses of the Study

The overarching purpose of this study is to examine the mediating role of content management and resource management in the relationship between strategic media management and the institutional sustainability of Islamic television and radio da'wah units in higher education. Four research questions guide the work from beginning to end. The first asks whether strategic media management influences content management, while the second asks whether it influences resource management. The third asks whether content management and resource management influence institutional sustainability. The fourth asks whether these two capabilities mediate the relationship between strategy and sustainability.

From the purpose and the literature, the study derives six hypotheses for empirical testing. When strategic direction is clear, content planning gains a reference for editorial choices, so strategic media management is expected to strengthen content management (H1). Following the resource-orchestration logic within the resource-based view, strategy operates by structuring and bundling an organisation's resource base before that base is deployed (Sirmon et al., 2007); H1 through H6 follow from this logic rather than from managerial plausibility alone, since each hypothesis proposes a specific step in this structuring-to-deployment sequence. Strategy likewise determines which competencies, equipment, and funds deserve priority, so it is expected to strengthen resource management (H2). Content that is well planned and relevant holds the audience's attention, on which relevance depends, so content management is expected to support institutional sustainability (H3). Resources provide the material basis for continued operation, so resource management is expected to support institutional sustainability (H4). Because strategy that is never enacted has no route to survival, content management (H5) and resource management (H6) are expected to mediate the relationship between strategic media management and institutional sustainability. The unit of analysis is the individual directly involved in managing a campus da'wah broadcasting unit, and the constructs are measured as perceptions of management practice.

Method

Research Design

This study adopted a quantitative, cross-sectional, and explanatory design. The aim was to test a set of hypothesized relationships among four latent constructs rather than to describe a single case in depth, which made a survey-based variance approach appropriate. The design treats strategic media management as an exogenous construct, content management and resource management as mediating constructs, and institutional sustainability as the final endogenous construct. Because the model involves a chain of relationships in which two capabilities are expected to transmit the influence of strategy to sustainability, a path-analytic technique capable of estimating direct and indirect effects at the same time was required. Partial least squares structural equation modeling met this requirement and is well suited to explanatory and predictive research in management and communication settings (Hair et al., 2019; Hair et al., 2022).

Population and Sample

The population consisted of individuals who are directly involved in managing campus-based da'wah television and radio units at Islamic higher education institutions in Indonesia. Three role groups made up this population, namely unit managers and administrators who hold decision-making responsibility, supervising lecturers from communication and da'wah faculties who guide editorial direction, and active student crew who carry out production, presentation, and technical tasks. Combining these groups reflects the way campus stations are actually run, since management in this setting is shared across strategic, supervisory, and operational levels rather than concentrated in a single office. The study drew on four Islamic higher education institutions, comprising two state Islamic universities and two private Islamic universities. The identities of the institutions are withheld to protect the confidentiality of participants, and they are referred to here only in aggregate.

A purposive sampling strategy was used because eligibility depended on direct involvement in managing a da'wah broadcasting unit rather than on membership of the wider campus community. The inclusion criterion required that a participant had been actively engaged in the management or production of campus da'wah television or radio for at least one year, which helped ensure that respondents could speak to the practices under study from experience. A total of 173 valid responses were obtained. This sample size is adequate for the estimated model, since the most complex regression in the model involves two predictors pointing at the final construct, and the figure comfortably exceeds the thresholds implied by both the conventional rule of thumb and power considerations for detecting moderate effects in partial least squares analysis (Hair et al., 2019). The unit of analysis is the individual involved in management, and the constructs were measured as that individual's perception of management practice within the unit.

Instrument Development

Data were gathered through a structured questionnaire built from the four constructs in the research model, each measured reflectively by five indicators. Strategic media management captured the clarity of strategic direction, the scanning of the external environment, the targeting of audiences, the strategic scheduling and positioning of programs, and the formulation of competitive strategy. Content management captured the systematic planning of programs, the maintenance of content quality and accuracy, the renewal of formats across platforms, the relevance of content to da'wah objectives, and the fit between content and audience needs. Resource management captured the development of human competence and crew regeneration, the adequacy and upkeep of technical and information infrastructure, the

stewardship and allocation of financial resources, the use of digital technology in production and distribution, and the overall sufficiency of resources. Institutional sustainability captured the continuity of broadcast operations, financial self-sufficiency, audience retention and growth, the sustained relevance of the da'wah mission, and the adaptive capacity of the unit. These five facets were treated as reflective indicators of a single underlying construct; because continuity, financial self-sufficiency, audience growth, mission relevance, and adaptive capacity are conceptually distinguishable aspects of organizational survival rather than necessarily interchangeable manifestations of one trait, a formative or second-order specification remains a plausible alternative that was not tested here (Jarvis et al., 2003) and is noted as a measurement limitation. Each item was rated on a five-point Likert scale ranging from strong disagreement to strong agreement.

The indicators were adapted from established discussions of strategic media management and the resource-based view and from prior studies of broadcasting management and sustainability (Barney, 1991; Kung, 2017; Sabran & Abd Karim, 2018; Teece, 2018). Before distribution, the instrument was reviewed for content validity by colleagues familiar with media management and da'wah communication, and minor wording adjustments were made so that the items would be readily understood by respondents at the strategic, supervisory, and operational levels. The hypothesized research model that the instrument was designed to test is presented in Figure 1.

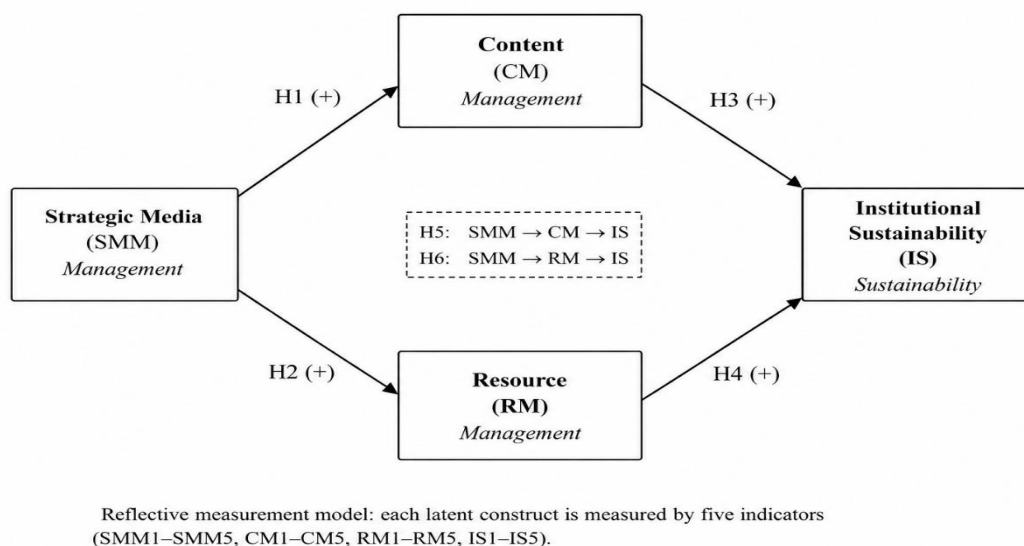


Figure 1. Hypothesized Research Model

Data Collection

The questionnaire was administered to eligible participants across the four institutions. Participation was voluntary; the purpose of the study was explained at the outset, and respondents were assured that their answers would be treated confidentially and used only for research. Responses were screened for completeness, and only fully completed questionnaires from participants who met the inclusion criterion were retained, which produced the final set of 173 cases used in the analysis.

Data Analysis

The data were analyzed with partial least squares structural equation modeling using the SEMinR package in the R environment, and the significance of the parameters was assessed through a bootstrapping procedure with 1,000 subsamples. Analysis followed the standard two-

stage logic in which the measurement model is evaluated before the structural model (Hair et al., 2022; Sarstedt et al., 2021). For the reflective measurement model, internal consistency reliability was assessed through Cronbach's alpha and composite reliability, with values above 0.70 considered satisfactory. Convergent validity was assessed through the indicator loadings, where loadings above 0.70 are preferred, and through the average variance extracted, where values above 0.50 are required (Hair et al., 2019). Discriminant validity was assessed using the Fornell-Larcker criterion, under which the square root of the average variance extracted for each construct should exceed its correlations with the other constructs.

For the structural model, explanatory power was evaluated through the coefficient of determination, interpreted with reference to the thresholds that classify values near 0.19 as weak, near 0.33 as moderate, and near 0.67 as substantial (Chin, 1998). Common method bias was examined through the full collinearity variance inflation factor, where values at or below 3.3 indicate that common method bias is not a serious concern (Kock, 2015). The hypotheses were tested by examining the standardized path coefficients together with their bootstrap standard deviations and t-statistics, with a t-value above 1.96 indicating significance at the 95 percent confidence level. The mediating roles of content management and resource management were evaluated by examining the specific indirect effects that run from strategic media management through each capability to institutional sustainability, in line with current guidance on mediation analysis in variance-based structural equation modeling (Zhao et al., 2010; Hair et al., 2022).

Partial least squares structural equation modeling was preferred over covariance-based methods for several reasons that suit this study well. The approach is suited to explanatory and predictive research; it accommodates complex models that contain mediating constructs, and it places fewer demands on distributional assumptions and sample size (Hair et al., 2017; Ringle et al., 2020). Because the central aim was to understand how strategy reaches sustainability through two capabilities, a method that estimates an entire path system at once was clearly appropriate. The bootstrapping routine then supplied the standard deviations and t-statistics needed to judge the significance of each estimated relationship. This combination of explanatory orientation, tolerance for smaller samples, and capacity to model mediation made the technique a sound match for the research questions posed in this article.

Result and Discussion

Results

The 173 valid responses combined the three role groups, namely unit managers and administrators, supervising lecturers, and active student crew, across the four participating Islamic higher education institutions. Because the constructs were measured as perceptions of management practice, the analysis moved directly to the evaluation of the measurement model and then to the structural model, with the hypotheses tested at the final stage.

Internal Consistency Reliability

Reliability of the four constructs was examined as the first analytical step. As reported in Table 1, the Cronbach's alpha coefficients ranged from 0.8007 to 0.8489. Every value exceeded the 0.70 benchmark by a comfortable margin, which indicates that the indicators within each construct cohere well and measure the intended concept consistently (Hair et al., 2022). On this basis, all four constructs were judged to possess very good internal consistency reliability, and no construct required revision at this stage.

Table 1. Internal Consistency Reliability

Variable	Cronbach's Alpha	Remark
Content Management	0.8007	Very good
Institutional Sustainability	0.8243	Very good
Resource Management	0.8489	Very good
Strategic Media Management	0.8389	Very good

Convergent Validity

Convergent validity was assessed through the indicator loadings, the composite reliability, and the average variance extracted, as shown in Table 2. All twenty indicators loaded on their respective constructs above the 0.70 threshold, with values ranging from 0.7074 to 0.8151, which means that each item shares a substantial portion of variance with its construct. The composite reliability of every construct exceeded 0.80, confirming strong internal consistency at the construct level. The average variance extracted exceeded the 0.50 requirement for all four constructs, a result that is corroborated by the square roots of the average variance extracted reported on the diagonal of Table 3, which range from 0.7449 to 0.7895. Convergent validity was therefore supported, and all indicators were retained for the structural analysis (Hair et al., 2019).

Table 2. Convergent Validity

Variable	Indicator	Factor Loading	Composite Reliability	AVE
Strategic Media Management	SMM1	0.7841	0.8453	0.8853
	SMM2	0.7617		
	SMM3	0.7958		
	SMM4	0.7791		
	SMM5	0.7740		
Content Management	CM1	0.7423	0.8085	0.8616
	CM2	0.7074		
	CM3	0.7515		
	CM4	0.7325		
	CM5	0.7883		
Resource Management	RM1	0.7788	0.8494	0.8921
	RM2	0.7795		
	RM3	0.7715		
	RM4	0.8018		
	RM5	0.8151		
Institutional Sustainability	IS1	0.7626	0.8269	0.8766
	IS2	0.7607		
	IS3	0.7985		
	IS4	0.7488		
	IS5	0.7594		

Discriminant Validity

Discriminant validity was examined using the Fornell-Larcker criterion, as presented in Table 3. For each construct, the square root of the average variance extracted, shown on the diagonal, was larger than the construct's correlations with the other constructs, which appear below the diagonal. The largest inter-construct correlation, between strategic media management and institutional sustainability at 0.6094, remained below the relevant diagonal values. This pattern indicates that the four constructs are empirically distinct and capture separate aspects of management practice, so discriminant validity was established and the measurement model was judged sound (Henseler et al., 2015). It should be noted that Henseler et al. (2015) is more precisely the source of the heterotrait-monotrait (HTMT) ratio, introduced because the Fornell-Larcker criterion can fail to detect discriminant-validity problems that HTMT correctly identifies; HTMT ratios were not computed for the present model, and reporting them is recommended as a more stringent check in future analyses of this dataset.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Variable	1	2	3	4
Strategic Media Management	0.7790			
Content Management	0.5668	0.7449		
Resource Management	0.5491	0.2978	0.7895	
Institutional Sustainability	0.6094	0.4936	0.5286	0.7662

Structural Model and Explanatory Power

With the measurement model supported, the structural model was estimated. Table 4 reports the coefficient of determination for the three endogenous constructs together with the full collinearity variance inflation factors. Institutional sustainability returned an adjusted coefficient of determination of 0.3964, which falls in the moderate range and indicates that the model accounts for a meaningful share of the variance in the sustainability of da'wah broadcasting units. This assessment rests on R^2 and adjusted R^2 alone; effect sizes (f^2) for the individual structural paths, the Q^2 predictive-relevance statistic from blindfolding, and an out-of-sample PLSpredict comparison were not computed in this study, and their inclusion would allow a fuller evaluation of the model's predictive, as distinct from explanatory, strength. Content management and resource management returned adjusted values of 0.3173 and 0.2974, respectively, sitting at the upper edge of the weak range and approaching the moderate threshold. The full collinearity variance inflation factors ranged from 1.432 to 1.676, comfortably below the 3.3 ceiling, which indicates that common method bias is not a serious concern in these data (Kock, 2015).

Table 4. Coefficient of Determination and Full Collinearity

Dependent Variable	R^2	R^2 Adjusted	Full Collinearity VIF	Status
Content Management	0.3212	0.3173	1.473	Weak
Institutional Sustainability	0.4035	0.3964	1.676	Moderate
Resource Management	0.3015	0.2974	1.432	Weak

Hypothesis Testing

The four direct relationships were tested through bootstrapping with 1,000 subsamples, and the results appear in Table 5. The path from strategic media management to content management was positive and significant, with a coefficient of 0.5668 and a t-statistic of 11.9389, supporting the first hypothesis. The path from strategic media management to resource management was also positive and significant, with a coefficient of 0.5491 and a t-statistic of 10.7321, supporting the second hypothesis. The path from content management to institutional sustainability was positive and significant, with a coefficient of 0.3690 and a t-statistic of 6.5412, and the path from resource management to institutional sustainability was likewise positive and significant, with a coefficient of 0.4187 and a t-statistic of 7.7149. The third hypothesis, which grouped these two relationships, was therefore supported. More precisely, Table 5 reports these as two independently estimated and independently supported hypotheses, H3 (content management to institutional sustainability) and H4 (resource management to institutional sustainability), rather than as a single grouped third hypothesis. Every t-statistic exceeded the critical value of 1.96, so all four direct hypotheses were accepted.

Table 5. Results of Hypothesis Testing

Hyp.	Path	Original Sample	Standard Deviation	t-Statistic	Decision
H1	Strategic Media Management → Content Management	0.5668	0.0475	11.9389	Supported
H2	Strategic Media Management → Resource Management	0.5491	0.0512	10.7321	Supported
H3	Content Management → Institutional Sustainability	0.3690	0.0564	6.5412	Supported
H4	Resource Management → Institutional Sustainability	0.4187	0.0543	7.7149	Supported

Mediating Effects

The fourth research question concerned the mediating role of the two capabilities. Because the model specifies that strategic media management reaches institutional sustainability only through content management and resource management, the relevant evidence lies in the specific indirect effects along these two routes. The indirect effect that runs from strategic media management through content management to institutional sustainability equals the product of the two constituent paths, namely 0.5668 multiplied by 0.3690, which gives 0.209. The indirect effect that runs through resource management equals 0.5491 multiplied by 0.4187, which gives 0.230. Summing the two routes yields a total indirect effect of strategic media management on institutional sustainability of 0.439. Since each constituent path is significant at the 95 percent confidence level, both indirect routes are positive and meaningful, and the configuration is consistent with full mediation given that no direct path from strategic media management to institutional sustainability was specified in the model (Zhao et al., 2010). This pattern is consistent with full mediation under the model as specified; because no direct path was estimated, this is an inference from the chosen specification rather than a result of a comparative test against a model that includes that direct path, and it should be read with this caveat in mind. The fourth hypothesis was therefore supported, and the two managerial

capabilities together transmit the influence of strategy to sustainability. These two mediation results correspond to H5 (content management as mediator) and H6 (resource management as mediator) as specified earlier, and should not be read as a repetition of H4, which refers instead to the direct resource-management-to-sustainability path reported above. Because significance here is inferred from the product of two significant constituent paths rather than from a bootstrap confidence interval computed directly on each indirect effect, this support for H5 and H6 is provisional in the stronger sense noted in the Limitations section, and not a substitute for that direct test.

Considered together, the estimates reveal a coherent ordering of effects. The two paths originating from strategic media management were the strongest in the model, while the paths leading into institutional sustainability were more moderate, and among the latter the resource route exceeded the content route. The total indirect effect of 0.439 is close in magnitude to the direct paths into sustainability, which signals that the mediated influence of strategy is substantial rather than marginal. The absence of collinearity problems, indicated by full collinearity values well under the recommended ceiling, lends further confidence that these estimates are not artifacts of overlapping measurement.

In summary, the measurement model satisfied the criteria for reliability and validity, the structural model explained a moderate share of the variance in institutional sustainability, common method bias was not indicated, and all hypotheses received support. Strategic media management shaped both content management and resource management, each capability in turn shaped institutional sustainability, and the influence of strategy on sustainability operated through these capabilities rather than around them.

Discussion

The purpose of this study was to examine whether content management and resource management mediate the relationship between strategic media management and the institutional sustainability of Islamic da'wah broadcasting units in higher education. The results answer the four research questions in a consistent and coherent manner. Strategic media management influenced both content management and resource management; both capabilities influenced institutional sustainability, and the link between strategy and sustainability ran through these capabilities. Because the design is cross-sectional and single-source, these statements describe statistical association within the estimated model rather than demonstrated causal effects; the directional language used throughout this discussion reflects the hypothesized and modeled direction of these relationships, not a confirmed causal order, and should be read with this qualification from this point onward. The discussion that follows interprets each finding by theme, relates it to prior research and to the resource-based view, and then draws out the theoretical and practical implications of the study.

Strategic Media Management as a Driver of Managerial Capabilities

The first finding is that strategic media management is a strong predictor of content management. The coefficient of 0.5668 was the largest direct effect in the entire model, which suggests that a clear strategic direction, an active reading of the environment, deliberate audience targeting, and considered program positioning translate quite directly into content practice. This pattern is intuitive in the broadcasting context, because editorial choices need a reference point in order to be coherent. When a station knows whom it is addressing and how it wishes to position itself, content becomes an expression of strategy rather than an improvised output. The result echoes accounts of technology-based da'wah management in which strategic planning is the first step from which creative and relevant content follows (Al Kahfi et al., 2024; Nasihah et al., 2026). It also resonates with research on Indonesian television that links

the strategic and regulatory environment to the diversity and shape of broadcast content (Rahayu et al., 2025).

The second finding is that strategic media management is also a strong predictor of resource management, with a coefficient of 0.5491. Strategy appears to guide how human competence is developed, how technical and information infrastructure is maintained, how finances are allocated, and how digital tools are adopted. This pattern fits the logic of the resource-based view, in which strategy is the means by which an organization decides which resources to build and how to orchestrate them (Barney, 1991; Teece, 2018). For campus da'wah broadcasters, where resources are typically scarce, strategy functions as a filter that channels limited funds, attention, and effort toward the capabilities that matter most. The close pairing of strategy and resource development is also visible in studies of Islamic institutions that connect strategic communication management with the cultivation of human and organizational resources (Khumaini et al., 2023; Gregory & Willis, 2022).

Managerial Capabilities and Institutional Sustainability

The third set of findings is that both content management and resource management significantly predict institutional sustainability. Resource management carried the larger coefficient at 0.4187, and content management followed at 0.3690. The prominence of resource management is consistent with a recurring theme in the literature on community and campus radio, where financial constraints, infrastructure, and the renewal of personnel are identified as the central determinants of survival (Sabran et al., 2020; Sukhwani et al., 2021; Mpehongwa, 2025). When a station can sustain its funding, maintain its equipment, and keep a capable team in place, it is far better positioned to remain on the air and to retain its audience. The significant effect of content management indicates that survival is not only a question of inputs. Programs that are well planned, accurate, renewed, and relevant to both faith and audience keep listeners and viewers engaged, and engagement underpins the continued relevance of the da'wah mission. Research on Islamic radio in the digital age makes the same point when it ties the survival of stations to their ability to refresh content and adapt formats for new platforms (Farid & Hakimi, 2025).

The Mediating Mechanism between Strategy and Sustainability

The fourth and most theoretically interesting finding concerns mediation. The model specified no direct path from strategic media management to institutional sustainability, and the data support a configuration in which strategy reaches sustainability entirely through content and resource management. The total indirect effect of 0.439 is sizeable, and it is divided fairly evenly between the two routes, with the resource route slightly stronger than the content route. The practical reading is that strategy by itself does not sustain a station over time. A station may possess an articulate strategy, but unless that strategy is enacted through disciplined content practices and capable resource practices, it will not produce operational continuity, financial sufficiency, or sustained relevance. This interpretation aligns closely with the resource-based view, which holds that advantage arises not from the mere possession of strategic intent but from the capabilities through which intent is realized (Barney, 1991; Kung, 2017; Teece, 2018). The estimated structural model, including the standardized coefficients and the indirect effects, is summarised in Figure 2.

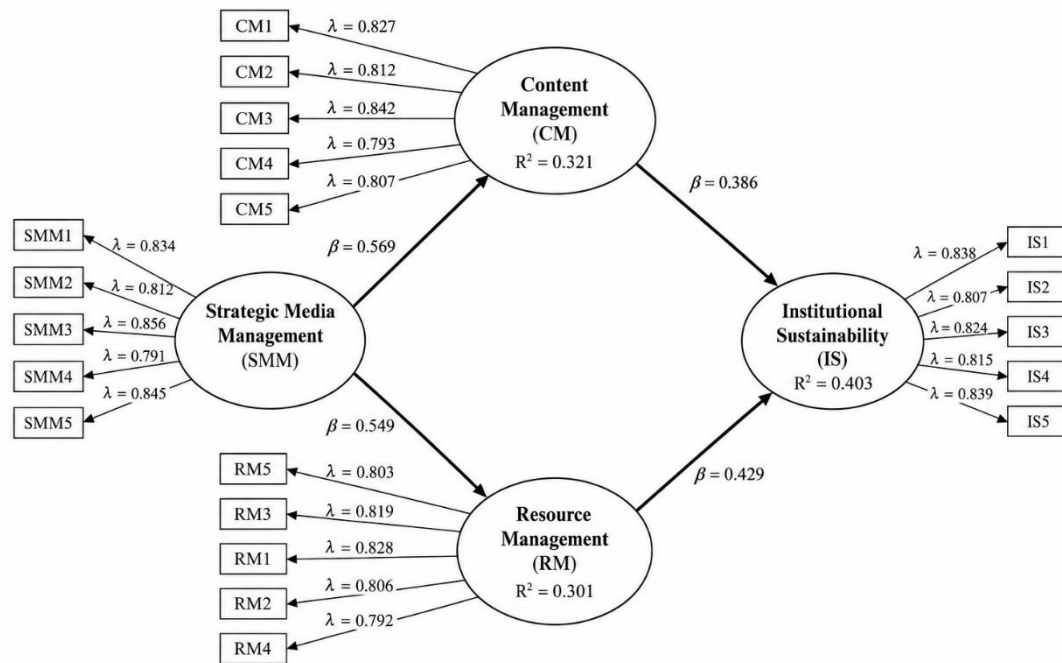


Figure 2. Structural Model (Standardized Path Coefficients)

Theoretical Contributions

The findings contribute to theory in three connected ways. They extend the resource-based view and the strategic media management tradition to the setting of Islamic campus broadcasting, a context that has received little quantitative attention even though it is organisationally distinctive. This contribution extends the theory's domain of application rather than its internal logic: the findings confirm, in a new organizational setting, mechanisms the resource-based view already specifies, rather than introducing a new construct, boundary condition, or mechanism to the theory itself. They show, with model-based evidence rather than description, that capabilities mediate the relationship between strategy and sustainability, which sharpens the often loosely stated claim that good management keeps stations alive. They also specify the mechanism, namely that content and resource capabilities are the channels through which strategy operates, which offers a more precise account than studies that treat strategy, content, and resources as parallel themes. In doing so, the study responds to the broader observation that da'wah media research has leaned heavily on qualitative work and has rarely tested relationships among management constructs (Naamy, 2023; Amelia et al., 2024).

The findings further refine how the strategic management of da'wah is understood in the Indonesian literature. Recent work has begun to describe technology-based and even artificial-intelligence-assisted approaches to da'wah management, yet it has largely remained conceptual or descriptive in its treatment (Al Kahfi, 2025; Afandi, 2022). By modeling strategy, content, resources, and sustainability together, the present study moves this conversation from description toward explanation and measurement. It shows that the value of strategic and technological initiatives in da'wah broadcasting depends on whether they are translated into stronger content and resource capabilities. This reading is consistent with accounts that link the adoption of broadcasting technology to the renewal of content and the broadening of audience participation (Dzulqarnain, 2025; Nasihah et al., 2026).

The results also speak to debates that reach well beyond the campus setting. Studies of religious broadcasting in other contexts have highlighted the tension between public service commitments and commercial logic and the difficulty of managing that tension in practice

(Noonan, 2014; Ibrahim et al., 2023). Campus da'wah broadcasters sit on the public service side of this divide, since their purpose is educational and missionary rather than commercial, yet the prominence of resource management shows that they cannot escape the material demands that commercial logic usually foregrounds. A station may be driven by da'wah rather than profit, but it still requires funding, equipment, and capable people to remain on the air. The path to sustainability for such institutions is therefore not to imitate commercial broadcasters but to manage their resources with the same seriousness while keeping their content anchored in their mission.

Practical and Policy Implications

The practical lessons that follow from these results can be organized by the level at which decisions are taken within a station. Figure 3 summarises the implications for the three groups that together run campus da'wah broadcasting, namely unit managers, supervising lecturers, and institutional leaders and policymakers. The figure shows how the central insight of the study, that strategy becomes sustainability only through capabilities, translates into concrete responsibilities at each of these levels.

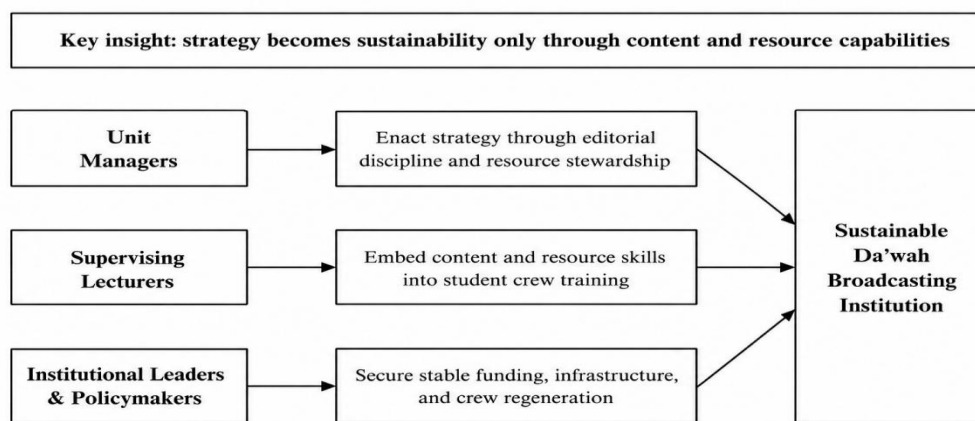


Figure 3. Research Implications across Three Levels of Decision-Making

At the managerial level, the results suggest that strategy should be treated as a starting point rather than an endpoint, and that investment in capability is what converts strategy into survival. A manager who has set the direction of the station should follow through by strengthening editorial routines and by shoring up people, equipment, and funding. At the supervisory level, lecturers who shape editorial direction and mentor student crew can build content discipline and resource stewardship into the training that students receive, so that the educational mission and institutional sustainability reinforce one another. At the institutional and policy level, the prominence of resource management indicates that predictable funding, infrastructure support, and mechanisms for crew regeneration are central rather than peripheral conditions for viability. This layered conclusion mirrors the funding and partnership findings reported for community radio networks in Indonesia (Sukhwani et al., 2021; Mpehongwa, 2025).

A further implication concerns the use of audience knowledge within these units. Earlier work observes that religious broadcasters are keen to understand their audiences yet often lack access to detailed audience data, which constrains their ability to refine content (McDonnell, 2023). The strong link from strategy to content in the present study implies that audience targeting, when it forms part of strategic practice, feeds directly into content decisions. Strengthening the audience-research capacity of campus broadcasters could therefore amplify

the effect of strategy on content, and through content on sustainability, by giving editorial teams a firmer evidence base for the programs they plan. This reading is consistent with the wider movement toward interactive and data-aware religious communication documented across the digital da'wah literature (Campbell & Evolvi, 2020; Jalaluddin et al., 2024).

Limitations and Future Research

Several limitations should temper these conclusions and point toward further research in this area. The design was cross-sectional, so the analysis captures relationships at a single moment and cannot establish causal order with full certainty. Longitudinal or multi-wave designs would allow firmer causal claims about how strategy, capabilities, and sustainability unfold over time. The constructs were measured as perceptions held by people involved in management, which is appropriate for studying management practice but introduces the possibility of single-source bias, even though the full collinearity test did not indicate a serious common method problem. This single statistical test was the only common-method-bias safeguard reported; no procedural remedies (such as separating predictor and criterion items, assuring respondent anonymity, or varying response formats) or complementary detection methods, such as a marker-variable test or Harman's single-factor test, are described, and adding these would strengthen this safeguard in future work. Future work could complement these perceptions with objective indicators such as audience figures, financial records, and broadcast logs, and could incorporate audience-side outcomes to test whether internal capability translates into external engagement. The study was also confined to four Islamic higher education institutions in Indonesia, so the findings should be generalized with appropriate care. Replication across a larger and more varied set of institutions, together with comparison against commercial or community da'wah broadcasters, would strengthen external validity. Although the indirect effects were estimated from significant constituent paths, future analyses should report bootstrap confidence intervals for the specific indirect effects and consider including a direct path from strategy to sustainability in order to distinguish full from partial mediation more formally (Zhao et al., 2010; Hair et al., 2022).

Conclusion

This study set out to examine the mediating role of content management and resource management in the relationship between strategic media management and the institutional sustainability of Islamic television and radio da'wah units in higher education, drawing on responses from 173 individuals involved in managing campus-based broadcasting across four Islamic higher education institutions in Indonesia. The analysis supports four main conclusions about how these broadcasting units endure. These four conclusions summarise the pattern across all six hypotheses specified in this study (H1-H6): the third conclusion below reports the independent support obtained for H3 and H4 together, and the fourth reports the mediation results for H5 and H6 together. First, strategic media management significantly strengthens content management, so that clear strategic direction is reflected in how programs are planned, kept accurate, renewed, and aligned with da'wah goals. Second, strategic media management significantly strengthens resource management, guiding the development of human competence, the upkeep of infrastructure, the stewardship of finances, and the adoption of digital tools. Third, content management and resource management each significantly strengthen institutional sustainability, with resource management exerting the larger effect. Fourth, the influence of strategic media management on institutional sustainability operates through these two capabilities rather than directly, which indicates that strategy becomes survival only when it is enacted through disciplined content and resource practices.

Taken together, these conclusions reframe the question of how da'wah broadcasters endure. Sustainability is best understood not as a direct product of strategic intent but as the

outcome of capabilities that carry strategy into daily practice. For the field, the prospect that follows is a research agenda that moves beyond description toward explanatory and predictive models of religious broadcasting management, that combines perceptual and objective measures, and that tracks institutions over time. For practice, the path forward is to pair sound strategy with sustained investment in content and resources, since it is through these capabilities that Islamic campus broadcasting can continue to serve both its educational and its da'wah missions.

By way of suggestion, managers of campus da'wah broadcasting are encouraged to pair every strategic decision with concrete investment in editorial routines and in the people, equipment, and funding that sustain them. Supervising lecturers can weave content discipline and resource stewardship into student training, so that the educational mission and institutional sustainability advance together. Institutional leaders and policymakers, in turn, can prioritize predictable funding, infrastructure, and mechanisms for crew regeneration. For future research, scholars are advised to adopt longitudinal designs, to combine perceptual measures with objective indicators such as audience and financial records, and to report bootstrap confidence intervals for the indirect effects so that full and partial mediation can be distinguished with greater precision.

Authors' Contribution Statement

Armawati Arbi: Conceptualization, Methodology, Investigation, Formal Analysis, Writing – Original Draft, Writing – Review and Editing, Supervision, Project Administration. **Rochimah Imawati:** Conceptualization, Investigation, Data Curation, Formal Analysis, Writing – Original Draft, Writing – Review and Editing. **Humaira Ahmad:** Conceptualization, Methodology, Validation, Writing – Review and Editing, Supervision. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

Conflict of Interest

The author's of this article declare no conflict of interest. The authors have no financial, personal, or professional relationships that could be construed as influencing the research reported in this article.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author, Armawati Arbi, upon reasonable request.

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During the preparation of this manuscript, the author's used Grammarly for proofreading, grammar checking, and language editing. The authors reviewed and edited all AI-assisted output, verified its accuracy, and took full responsibility for the content of the final manuscript. Grammarly was not used to generate research data, to conduct the statistical analysis, or to produce substantive scholarly content, and its use does not compromise the originality or integrity of the work. No other generative AI tools were used in the preparation of this article.

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