

## **ABSTRACT**

*This study aims to analyze the effect of Chief Executive Officer (CEO) social capital on the performance of zakat institutions in Indonesia. The social capital studied includes two aspects, namely the number of CEO social media followers and public reputation as measured by the number of appearances on Google. In addition, this study also includes control variables in the form of zakat institution size and inflation rate. The research data uses a panel data approach covering 28 zakat institutions during the 2021–2023 period. The analysis technique used is panel data regression with model selection through the Chow test, Lagrange Multiplier test, and Hausman test. The test results show that the most appropriate model is the Random Effect Model (REM).*

*The analysis found that the number of followers of the CEO has a positive and significant effect on the performance of zakat institutions. This means that the more digital social networks a CEO has, the higher the chance for zakat institutions to increase their fund collection. Conversely, the variable of public reputation (appearance in Google) has no significant effect, so this aspect has not been proven to affect the performance of the institution. For the control variable, the size of the zakat institution has a positive and significant effect, indicating that larger institutions tend to perform better. Meanwhile, inflation has no significant effect on the performance of zakat institutions during the study period.*

*Overall, the results of this study indicate that the social capital of CEOs, particularly as reflected in digital social networks, is an important factor in improving the performance of zakat institutions. The practical implication of this study is that zakat institutions need to pay attention to the leadership capacity of CEOs, especially in building extensive and effective social networks, as a strategy to strengthen public trust and increase the collection of zakat, infaq, and sadaqah.*

*Keywords: Social Capital, CEO, Zakat Institution Performance*