

## Orchestrating Sustainability, Governance, and Brand Loyalty in Vivizubedi's Modest Fashion Ecosystem: PLS-SEM Approach

Yudhistira Adiseputra<sup>1\*</sup>, Hermada Dekiawan<sup>2</sup>, Tri Utomo Prasetyo<sup>3</sup> & Ilman Taufiq Lazuardy<sup>4</sup>

---

### Afiliasi

<sup>1,3,4</sup> Program Studi Manajemen,  
Sekolah Tinggi Ilmu Manajemen  
YKPN, Yogyakarta, Indonesia  
<sup>2</sup> Program Studi Akuntansi,  
Politeknik YKPN, Yogyakarta,  
Indonesia

### Koresponden

[yudhiseputra81@gmail.com](mailto:yudhiseputra81@gmail.com)

### Artikel Tersedia Pada

<https://jurnalwahana.poltekykpn.ac.id/wahana>

### DOI:

<https://doi.org/10.35591/wahana.v29i2.996>

### Sitasi:

Adiseputra, Yudhistira; Dekiawan, Hermada; Prasetyo, Tri Utomo & Lazuardy, Ilman Taufiq. (2026). Orchestrating Sustainability, Governance, and Brand Loyalty in Vivizubedi's Modest Fashion Ecosystem: PLS-SEM Approach. *Wahana: Jurnal Ekonomi, Manajemen dan Akuntansi*, 29 (2), 169-184.

### Artikel Masuk

15 Mei 2026

---

### Artikel Diterima

22 Juli 2026

### Abstract.

*The modest fashion industry in the Industry 4.0 era demands more than aesthetic appeal; it requires ethical integration and communal engagement. This study investigates the impact of sustainability, perceived Good Corporate Governance (GCG), and communitization on brand loyalty among modest fashion consumers, specifically focusing on the Vivizubedi (VZ) brand. A quantitative research design utilizing Partial Least Square-Structural Equation Modeling (PLS-SEM) was employed. Data were collected through a digital questionnaire distributed to 304 loyal VZ Darling consumers. The empirical results indicate that this study identifies perceived Good Corporate Governance (GCG) as the primary driver of brand loyalty ( $\beta=0.735$ ,  $t=13.255$ ,  $p<0.01$ ,  $f^2=0.822$ ), followed by communitization ( $\beta=0.175$ ,  $t=2.933$ ,  $p<0.01$ ,  $f^2=0.048$ ). In contrast, sustainability shows an insignificant influence ( $\beta=-0.068$ ,  $t=1.310$ ,  $f^2=0.008$ ), suggesting it remains an abstract value for consumers. Collectively, these variables explain 65.9% of brand loyalty variance ( $R^2=0.659$ ). These results confirm that VIVIZUBEDI consumers prioritize operational transparency and communal attachment over sustainability claims. Ultimately, this research provides empirical evidence that organizational integrity and social belonging are the foundational pillars of long-term loyalty in the modern modest fashion industry.*

**Keywords:** Modest Fashion, Sustainability, GCG, Communitization, Brand Loyalty, Vivizubedi

## **Introduction**

The current global modest fashion industry landscape no longer simply occupies a marginal niche market, but has metamorphosed into a mainstream economic force that shows an exponential growth trajectory. The State of the Global Islamic Economy report notes that global Muslim consumer spending on the clothing sector broke the USD 318 billion mark in 2022 and is projected to surpass USD 428 billion by 2027 (DinarStandard, 2023). This is in line with academic findings that estimate an acceleration of spending of up to USD 375 billion by 2025 under the pressure of digital transformation (Al-Omoush & Ribeiro-Navarrete, 2024b). In Indonesia, as one of the epicenters of the world's modest fashion, digitalization fundamentally changes the consumer paradigm; They evolved from passive buyer entities to stakeholders demanding the implementation of ethical values, transparency, and meaningful social connections (Arjomand, 2024; Hassan & Rahman, 2023).

In the luxury modest fashion ecosystem in Indonesia, the competition to win consumer loyalty is very fierce. Various premium brands compete to build communities, but with different approaches to values. For example, competitor brands like Buttonsarves (through the BSLady community) tend to build loyalty driven by a hedonistic lifestyle and social prestige (Sahara, 2024), while other brands such as Ria Miranda focus on aesthetics, softness and femininity. In the midst of this landscape, VIVIZUBEDI (VZ) positions itself distinctively. VZ blends a bold luxury identity (such as a bold monogram design) with a narrative of women's empowerment and Sustainability practices. Although this brand consistently raises the exclusivity of cultural heritage through the archipelago's wastra at international events such as New York Fashion Week, VZ has established strict governance (perceived GCG) not to exploit the wastra in its mass production. This practice is a strong ethical signal to consumers that brands are not just looking for commercial gain, but also maintaining credibility and sustainability (Deshmukh & Tare, 2023; Lestari & Susanto, 2023).

The success of VZ differentiation cannot be separated from the communitization strategy that is implemented in a structured manner, especially through the VZ Darling community. Before 2020, modest fashion brands in general relied heavily on transactional interactions in physical stores. However, operational data shows a phenomenal shift when digital communityization strategies are intensified during the pandemic. In May 2021, when many retail brands experienced a contraction, VIVIZUBEDI actually recorded a 300% surge in sales turnover (up 3 times) driven by digital platform optimization and community activation (VIVIZUBEDI, 2021).

This surge is directly proportional to the trend of digital search traffic (Google Trends) over the last 10 years (2014–2024). Historical analysis shows that prior to 2018, the search volume of the VIVIZUBEDI brand was volatile and highly dependent on the release of seasonal collections. However, the search traffic graph began to show a steady uptrend and peaked in the 2021–2023 period (Google Trends, 2024) This

increase in search metrics is no longer just a product query (abaya vivizubedi), but rather an expansion on queries driven by community identity and brand reputation on the global scene (such as the appearance of VZ in New York's Times Square). This condition confirms that the communitization initiative, in which consumers structure collective emotional bonds, has succeeded in converting organic traffic into economic loyalty (Jiang & Chen, 2026).

While empirical data show a positive correlation between community activation and increased sales in the era of digital transition, maintaining brand loyalty in the long term requires a deeper structural understanding. Previous literature still looks at sustainability, governance, and community variables in isolation. Therefore, there is a crucial research gap on how the perception of transparency (perceived GCG), sustainability practices (sustainability), and sense of collective ownership (communitization) interact simultaneously as a strategic orchestration in shaping brand loyalty in the modest fashion industry. This study aims to unravel these dynamics through structural modeling (PLS-SEM), in order to provide a new paradigm for contemporary marketing literature.

## **Literature Review and Hypothesis Development**

Sustainable fashion practices are a key determinant of purchasing decisions in the modern era (Choi & Shen, 2025). Ethical consumers tend to develop long-term loyalty to brands that demonstrate a commitment to environmental and social sustainability (Rahmawati & Pratama, 2024). Perceived GCG focuses on customer perception of brand transparency and fairness (Wang & Lee, 2025). Ethical business practices suppress information asymmetry and validate consumer trust (Kumar & Pansari, 2024). Communitization creates new social entities (tribes) that are bound by shared emotions (Jiang & Chen, 2026). This bond creates a strong sense of belonging (Shirazi & Hajli, 2024). It is important to note that the autonomy of the community separate from the corporate logistics structure keeps the ecosystem positive (Ruppenthal & Rückert-John, 2026). This research illustrates the boundaries of community-driven loyalty, highlighting that effective consumer communitization operates strictly within the peer-to-peer social domain, regardless of internal operational logistics.

Based on the integration of grand theory and a review of the previous literature, this study formulates three main hypotheses:

H<sub>1</sub>: Sustainability (social and environmental sustainability) has a positive and significant effect on the loyalty of modest fashion consumers.

H<sub>2</sub>: Perceived GCG has a positive and significant effect on consumer loyalty.

H<sub>3</sub>: Communitization in the industry 4.0 era has a positive and significant effect on consumer loyalty.

## **Research Methods**

### **Research Design and Variable Measurement**

This study adopts an explanatory quantitative approach to test the causal relationships between variables in the digital mode ecosystem (Creswell, 2024). The conceptual scheme of the research places three independent variables that together and partially affect one dependent variable. This variable schema was developed from the metamarketing and tribal marketing frameworks. The independent variables consist of sustainability (X1), perceived GCG (X2), and communitization (X3). Sustainability is social inclusion and preservation of the consumer ecosystem. Measured through VZ Team's perception of appreciation and attention to the consumer community (Fahmi & Hidayat, 2023). Perceived GCG is transparency and fairness of brand governance. Measured through the fairness of the rewards program, professional ethical performance, and store operational services (Syahputra & Wibowo, 2026). Communitization is tribal interaction and communal bonding. Measured through the intensity of sense of belonging, communal confidence, and intra-community performance perceptions (Al-Omoush & Ribeiro-Navarrete, 2024a). Meanwhile, the dependent variable of this study is brand loyalty (Y). Brand loyalty is long-term customer commitment and retention. Measured through absolute satisfaction of service and advocacy drive to appreciate brands as global leaders (Hassan & Rahman, 2023). The measurement of the research instrument used a likert scale of 1-5 (strongly disagree/very unsatisfactory to strongly agree/very satisfactory).

### **Population, Sample, and Regression Modeling**

The population of this study is Vivizubedi's loyal consumers who are members of the VZ Darling digital community. Data was collected through digital questionnaires using google forms, which were distributed to members of the VZ Darling community via their official whatsapp group from December 2025 to January 2026. Inclusion criteria for respondents were established for individuals registered as active community members who had completed at least one purchase of VIVIZUBEDI products within the last year. Data handling involved verifying the completeness of responses, where incomplete questionnaires were deemed invalid and immediately eliminated before the statistical analysis process using SmartPLS software began. Through the purposive sampling technique, a suitable sample of 308 respondents was obtained (Ghozali, 2024). Statistical data analysis was carried out by Partial Least Square-Structural Equation Modeling (PLS-SEM).

## Results and Discussion

### Characteristics of Respondents

There were 308 respondents who participated in this study. However, as many as four respondents were declared invalid because they did not fill out the questionnaire completely so they were not included in the analysis stage. Thus, the number of data that can be processed in this study is 304 respondents. Table 1 presents the distribution of respondents by community origin and age group.

**Table 1. Respondent Characteristics by Community Origin and Age**

| Demographic Factors             | Quantity | %     |
|---------------------------------|----------|-------|
| <b>Community Origin</b>         |          |       |
| Sumatra - Aceh                  | 47       | 15.46 |
| Sumatra - North Sumatra         | 10       | 3.29  |
| Sumatra - West Sumatra          | 22       | 7.24  |
| Sumatra - Riau                  | 3        | 0.99  |
| Sumatra - Jambi                 | 18       | 5.92  |
| Sumatra - South Sumatra         | 8        | 2.63  |
| Sumatra - Bangka Belitung       | 2        | 0.66  |
| Sumatra - Lampung               | 10       | 3.29  |
| Java - DKI Jakarta              | 56       | 18.42 |
| Java - Bali                     | 9        | 2.96  |
| Java - West Java                | 39       | 12.83 |
| Jawa - DI Yogyakarta            | 3        | 0.99  |
| Java - Central Java             | 10       | 3.29  |
| Java - East Java                | 12       | 3.95  |
| Kalimantan - West Kalimantan    | 3        | 0.99  |
| Kalimantan - Central Kalimantan | 1        | 0.33  |
| Kalimantan - South Kalimantan   | 23       | 7.57  |
| Kalimantan - East Kalimantan    | 13       | 4.28  |
| Others - South Sulawesi         | 11       | 3.62  |
| Other - Southeast Sulawesi      | 3        | 0.99  |
| Others - West Nusa Tenggara     | 1        | 0.33  |
| <b>Age</b>                      |          |       |
| 20 - <30 years                  | 83       | 27.30 |
| 30 - <40 years                  | 177      | 58.22 |
| 40 - <50 years old              | 43       | 14.14 |
| 50 - <60 years old              | 1        | 0.33  |

Source: Primary data processed, 2026

Based on community origin, the distribution of respondents showed that research participation was dominated by communities from Java and Sumatra. Respondents from the DKI Jakarta community had the largest proportion, namely 56 respondents (18.42%), followed by Aceh as many as 47 respondents (15.46%) and West Java as many as 39 respondents (12.83%). The high participation of respondents from DKI Jakarta and West Java can be understood because these regions are centers of economic and digital activities that allow the development of the consumer community more actively. In addition, consumers in metropolitan areas generally have a higher intensity of interaction with brands through social media, digital communities, and engagement-based marketing activities.

Meanwhile, the high proportion of respondents from Aceh is an interesting finding in this study. As a modest fashion brand, VIVIZUBEDI not only offers fashion products, but also carries an identity of values related to the modern Muslim lifestyle. The characteristics of the Acehnese people who have a strong religious orientation have the potential to create a close relationship of value between consumers and brands. In that context, loyalty to VIVIZUBEDI is likely to be influenced not only by the functional aspects of the product, but also by the consumer's perception of the image, credibility, and emotional closeness built through the community. A similar pattern was also seen in the distribution of respondents from South Kalimantan (7.57%) and West Sumatra (7.24%) which are known to have a strong socio-religious culture. These findings indicate that consumer attachment to brands develops not only through consumption experiences, but also through social interaction and a sense of community formed in the consumer community.

Judging from the age group, the majority of respondents were in the age range of 30 to less than 40 years old with a total of 177 respondents (58.22%). The dominance of this age group shows that VIVIZUBEDI consumers are mostly in the productive adult phase which generally has economic stability, better purchasing power, and consumption preferences that take into account identity and personal values. This age group also tends to be active in community activities and digital interactions so they have a greater chance of engaging in long-term relationships with brands. Meanwhile, the proportion of respondents aged 20 to less than 30 years old, which is also quite large, shows that VIVIZUBEDI is able to reach young consumers who are adaptive to the development of digital trends and community-based communication. The age distribution of respondents shows that VIVIZUBEDI's consumer base is dominated by productive adult age groups who are socially and digitally active.

### **Data Analysis**

Evaluation of the measurement model is carried out to ensure that the indicators used in the study have an adequate level of validity and reliability. Testing the reliability of the indicator begins with the outer loading (OL) value. Refers to Hair & Sarstedt

(2022), An indicator is declared reliable if it has an outer loading value of  $\geq 0.70$ . The test results (Table 2) show that all indicators have met these criteria.

**Table 2. Evaluation Results of Measurement Model**

| Construct            | Item | BE    | rho_c | AVE   |
|----------------------|------|-------|-------|-------|
| Sustainability (X1)  | X1   | 1.000 | -     | -     |
| Perceived GCG (X2)   | X21  | 0.781 | 0.88  | 0.711 |
|                      | X22  | 0.873 |       |       |
|                      | X23  | 0.872 |       |       |
| Communitization (X3) | X31  | 0.843 | 0.893 | 0.675 |
|                      | X32  | 0.848 |       |       |
|                      | X33  | 0.842 |       |       |
|                      | X34  | 0.750 |       |       |
| Brand Loyalty (Y)    | Y1   | 0.906 | 0.806 | 0.678 |
|                      | Y2   | 0.731 |       |       |

Source: Primary data processed with PLS-SEM, 2026

Furthermore, the internal reliability of the construct was tested using composite reliability (rho\_c). The test results showed that the entire construct had a rho\_c value above 0.70 (Table 2) so that it could be declared to have a high level of internal reliability (Hair & Sarstedt, 2022). These findings show that the indicators in each construct are able to measure research concepts consistently.

Convergent validity testing was carried out with the value of average variance extracted (AVE). The results of the analysis showed that the entire construct had an AVE value above 0.50 (Table 2), which indicates that the indicator was able to explain more than 50% of the variance of the measured construct (Hair & Sarstedt, 2022). Thus, all constructs in this study have met the criteria for convergent validity.

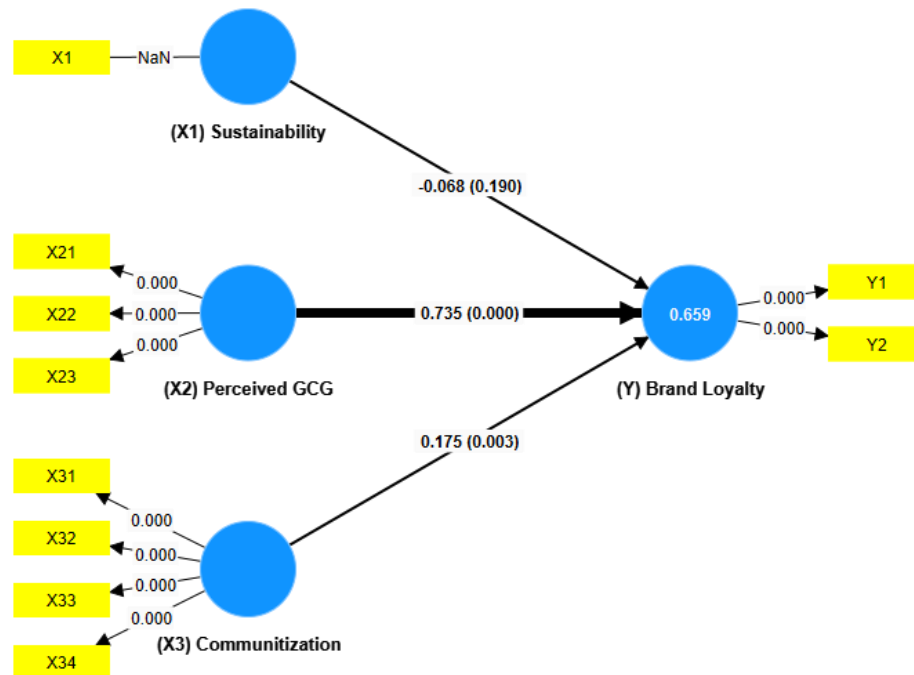
**Table 3. Fornell-Larcker Criterion Test Results**

|    | X1    | X2    | X3    | Y     |
|----|-------|-------|-------|-------|
| X1 | 1.000 |       |       |       |
| X2 | 0.611 | 0.843 |       |       |
| X3 | 0.595 | 0.633 | 0.822 |       |
| Y  | 0.485 | 0.804 | 0.600 | 0.823 |

Source: Primary data processed with PLS-SEM, 2026

Furthermore, the validity of the discriminator was tested using the Fornell-Larcker criteria. Based on the results of the Fornell-Larcker test (Table 3), the square root of AVE in each construct has a higher value than the correlation between other constructs so that it meets the criteria of discriminant validity (Hair & Sarstedt, 2022). The results of the measurement model evaluation show that the measurement model in this study

has met all the criteria of validity and reliability so that it is suitable for use in the next stage of analysis.



**Figure 1. Results of Evaluation of Structural Models in Graphs**

Source: Primary data processed with PLS-SEM, 2026

The structural model evaluation was carried out to test the relationship between constructs in the research model, including sustainability, perceived good corporate governance (GCG), and communitization of brand loyalty. The results of the structural model evaluation are shown in Figure 1 and Table 4. Based on the test results, the perceived GCG construct had a positive and significant influence on brand loyalty with a coefficient value of 0.735 and a t-statistical value of 13.255 ( $p < 0.01$ ). These results show that perceived GCG is the variable with the greatest influence on brand loyalty compared to other constructs. Furthermore, communitization was also proven to have a positive and significant effect on brand loyalty with a coefficient value of 0.175 and a t-statistic value of 2.933 ( $p < 0.01$ ). Meanwhile, sustainability showed a negative and insignificant influence on brand loyalty with a coefficient value of -0.068 and a t-statistic value of 1.310. Thus, sustainability in this study has not been proven to have a direct influence on VIVIZUBEDI's consumer brand loyalty.

**Table 4. Structural Model Evaluation Results**

| Hipotesis   | Coefficien | t-stat    | VIF   | f <sup>2</sup> | R <sup>2</sup> | R <sup>2</sup> Adjusted |
|-------------|------------|-----------|-------|----------------|----------------|-------------------------|
| (X1) -> (Y) | -0.068     | 1.310     | 1.804 | 0.008          | 0.663          | 0.659                   |
| (X2) -> (Y) | 0.735      | 13.255*** | 1.946 | 0.822          |                |                         |
| (X3) -> (Y) | 0.175      | 2.933***  | 1.887 | 0.048          |                |                         |

Note: \*, \*\*, \*\*\* significant at the level of 0.1, 0.05, and 0.01, respectively.

Source: Primary data processed with PLS-SEM, 2026

The adjusted R<sup>2</sup> value of 0.659 showed that sustainability, perceived GCG, and communitization together were able to explain 65.9% of brand loyalty variations, while the rest were explained by other variables outside the research model. Based on the effect size (f<sup>2</sup>), perceived GCG has a large influence on brand loyalty with an f<sup>2</sup> value of 0.822, while communitization has a small to moderate influence with an f<sup>2</sup> value of 0.048. The sustainability has a very small effect size with an f<sup>2</sup> value of 0.008.

In addition, the results of the multicollinearity test showed that all variables had a Variance Inflation Factor (VIF) value below 5, so it can be concluded that the research model is free from multicollinearity problems. Thus, the results of the structural model evaluation show that the research model has a fairly good explanation of VIVIZUBEDI's consumer brand loyalty.

### Discussion

The results of the study show that VIVIZUBEDI's consumer loyalty is formed through a combination of relational, social, and perception factors of brand credibility. This is reflected in the high average value of all constructs that are above 4.00, especially in brand loyalty (4.57), communitization (4.53), and perceived GCG (4.43) (see Table 5). The characteristics of the respondents, which are dominated by the productive adult age group of 30 to less than 40 years old and come from areas with relatively strong community culture and religiosity, such as DKI Jakarta, Aceh, South Kalimantan, and West Sumatra, show that VIVIZUBEDI consumers tend to be socially and digitally active. In that context, the consumer's relationship with the brand seems to evolve not only through product consumption experiences, but also through community engagement (S. Guo, n.d.; Liu et al., 2024), sense of belonging to the brand (Doe, 2020), and perception of the integrity of the company's management (Iglesias et al., 2020). These findings are reinforced by structural model results that show that perceived GCG and communitization have a significant effect on brand loyalty, while sustainability does not show a significant influence.

**Table 5. Responses Based on Survey Questions**

| Construct               | Questions                                                                                        | Mean |      |
|-------------------------|--------------------------------------------------------------------------------------------------|------|------|
| Sustainability<br>(X1)  | I think VZ Team pays attention and appreciates VZD well                                          | 4.40 | 4.40 |
| Perceived GCG<br>(X2)   | Reward/Giveaway Program Results and fair events at VZ/VZD                                        | 4.49 | 4.43 |
|                         | VZ Team Performance Values for VZD                                                               | 4.33 |      |
|                         | VZ Store Performance/Service Value based on your shopping experience                             | 4.48 |      |
| Communitization<br>(X3) | I feel like I'm part of VZD                                                                      | 4.59 | 4.53 |
|                         | I think the existence of the VZD Community is important to increase VZ's engagement with VZDs    | 4.64 |      |
|                         | I feel confident in being part of the VZD community                                              | 4.56 |      |
|                         | VZD Community Performance Values for VZ Darlings                                                 | 4.32 |      |
| Brand Loyalty<br>(Y)    | I am satisfied with the service of vivizubedi employees                                          | 4.44 | 4.57 |
|                         | I feel that VZ deserves appreciation as a Leading Modest Fashion Brand on an International scale | 4.70 |      |

Source: Primary data processed with PLS-SEM, 2026

The first hypothesis tests the influence of sustainability on brand loyalty. The test results show that sustainability does not have a significant effect on brand loyalty. These findings show that although consumers give a positive assessment of the sustainability aspect, this dimension has not been the main factor in shaping VIVIZUBEDI's consumer loyalty. Descriptively, construct sustainability has an average value of 4.40, which indicates that consumers still appreciate the brand's attention to customers and the value of sustainability in the consumption ecosystem. However, compared to other constructs, this value is the lowest. This shows that sustainability is more perceived as a supporting value than the main factor that affects consumer attachment to brands. Deshmukh & Tare (2023) and Agu et al. (2024) Demonstrate that consumers assess sustainability claims through transparency, honesty, and measurable impact evidence. Without concrete evidence, sustainability efforts can feel pseudo-and have no effect on the customer-brand relationship (Agu et al., 2024; Deshmukh & Tare, 2023). So, sustainability needs to be conveyed honestly and accountable to produce a positive impact on loyalty.

Respondent characteristics can help explain the findings. The majority of respondents are in the productive adult age group who are active in communities and

digital interactions. In this segment, relational experiences and social engagement tend to be more easily felt directly than sustainability values which are more abstract and long-term. In addition, the dominance of respondents from communities with strong social ties suggests that loyalty to VIVIZUBEDI is likely to be built more through community experiences and emotional closeness than awareness of the company's sustainability practices. Thus, sustainability does not seem to be the main consideration in the process of forming consumer loyalty in the context of community-based modest fashion brands such as VIVIZUBEDI.

The second hypothesis tests the influence of perceived GCG on brand loyalty. The test results show that perceived GCG has a positive and significant influence on brand loyalty. This value is the largest compared to the relationship between other variables, showing that perceived GCG is the dominant factor in shaping VIVIZUBEDI's consumer loyalty. Ethical marketing practices, such as transparency, fairness, and responsibility influence consumer perceptions which ultimately strengthens their loyalty to the VIVIZUBEDI brand (Zhu, 2024). Based on its operational definition, perceived GCG reflects consumer perception of transparency, fairness, and quality of company management. The descriptive results showed that this construct had an average score of 4.43 with indicators of fairness of the reward/giveaway program and service quality receiving high ratings from respondents. These findings indicate that consumers view VIVIZUBEDI as a brand that has good, fair, and professional governance in managing relationships with its consumer community.

The dominance of respondents from communities that have strong socio-religious character, such as Aceh and South Kalimantan, also strengthens the importance of perceived GCG in forming loyalty. In a community with a strong value orientation, the perception of the company's fairness, integrity, and credibility tends to be an important consideration in building trust in the brand (Hernández Alvarado & others, 2024). In addition, the majority of respondents who are in productive adulthood indicate that consumers consider not only the quality of the product, but also the company's reputation and credibility in the long run. Thus, loyalty to VIVIZUBEDI seems to develop through trust built from a positive perception of corporate governance and the quality of the brand's relationship with its consumer community.

The third hypothesis tests the influence of communitization on brand loyalty. The test results show that communitization has a positive and significant effect on brand loyalty. These results show that community involvement has an important contribution in shaping VIVIZUBEDI's consumer loyalty. Conceptually, communitization describes tribal interactions and communal bonds within the ecosystem of digital communities. This construct obtained an average score of 4.53, which is the second highest score after brand loyalty. The indicator with the highest mean value is the perception that the existence of the VZD community is important in increasing consumer engagement with the brand. In addition, the high value on the taste indicator of being part of the

community shows that consumers feel a strong sense of belonging to the community which increases their loyalty to VIVIZUBEDI (Samarah et al., 2021)

The characteristics of the respondents also supported the findings. The majority of respondents came from communities spread across areas with a relatively collective social culture and were in the age group that was active in digital and community interactions. This condition shows that the VZD community is not only a means of communication between brands and consumers, but also a social space that strengthens the collective identity and emotional closeness between community members (X. Guo, 2023). In the context of modest fashion, community engagement is important because consumers are not only looking for products, but also for identity recognition (Fajri, 2023) and emotional connection with fellow community members (Kristy & Sari, 2021). Therefore, loyalty to VIVIZUBEDI seems to have developed through a combination of consumption experiences, community involvement, and a sense of community formed within the brand community ecosystem.

## **Conclusion**

This research provides empirical insights and new paradigms regarding the mechanism of building brand loyalty in the modest fashion ecosystem in the era of digital transformation. Based on the results of structural modeling testing (PLS-SEM) on loyal consumers of VIVIZUBEDI (VZ Darling community), this research model is proven to have good predictive ability with an Adjusted R-Square value of 0.659. This means that 65.9% of brand loyalty variations can be explained simultaneously by the variables sustainability, perceived GCG, and communitization.

Viewed partially, brand loyalty is not shaped solely by the aesthetic appeal of the product, but is strongly orchestrated by transparent corporate governance (perceived GCG) and communal social attachment (communitization). Contrary to common industry assumptions, Perceived GCG proves to be the most dominant and significant determinant in driving long-term loyalty. On the other hand, communitization is empirically proven to be the second essential pillar that strengthens loyalty with positive and significant influence. In contrast, sustainability initiatives were not shown to have a significant direct influence on loyalty formation.

Practically, the strategic implications of this study urge VIVIZUBEDI management and other practitioners of the premium modest fashion industry to recalibrate their customer retention strategies. First, management must prioritize transparency and operational integrity (GCG) as key reputation investments, ensuring every commercial interaction runs fairly and ethically. Second, brands must consistently secure and facilitate the autonomy of consumer community spaces. Communities should be allowed to grow organically as independent social ecosystems to maintain emotional closeness, without being burdened by supply chain issues or internal corporate logistics.

Finally, communication about the sustainability agenda needs to be transformed from just a macro narrative to an initiative with measurable, transparent, and direct impact on consumers, so that in the future this value can become a solid loyalty-strengthening element.

This study focuses exclusively on the ecosystem of one modest fashion brand (VIVIZUBEDI) with the dominance of respondents from certain regions, so the generalization of findings on brands with different positioning or cultures must be done carefully. Future research is suggested to expand the scope of comparisons between brands (e.g. with competitors in the luxury segment), as well as consider moderation variables such as digital literacy level, religiosity, or cultural identity in order to gain a more holistic understanding of the dynamics of fashion communitization in the Industry 4.0 era.

## References

- Agu, E. E., Iyelolu, T. V., Idemudia, C., & Ijomah, T. I. (2024). Exploring the relationship between sustainable business practices and increased brand loyalty. *International Journal of Management & Entrepreneurship Research*, 6(8), 2463–2475.
- Al-Omouh, K. S., & Ribeiro-Navarrete, S. (2024a). The impact of Industry 4.0 on Communitization and Relationship Marketing in the Fashion Sector. *Technological Forecasting and Social Change*, 198, 123010.
- Al-Omouh, K. S., & Ribeiro-Navarrete, S. (2024b). The role of digital transformation in shaping modest fashion consumer behavior. *Journal of Retailing and Consumer Services*, 76, 103573.
- Arjomand, S. (2024). How modest fashion is rewriting the rules of community engagement and brand loyalty. *The Business of Fashion*. <https://www.businessoffashion.com/articles/global-markets/modest-fashion-community-engagement-brand-loyalty/>
- Choi, T. M., & Shen, B. (2025). Sustainable fashion supply chains in the era of Industry 4.0: A Comprehensive Review. *International Journal of Production Economics*, 260, 108845.
- Creswell, J. W. (2024). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage.
- Deshmukh, P., & Tare, H. (2023). Green marketing and corporate social responsibility: A review of business practices. *Multidisciplinary Reviews*, 2(1), 1–9.
- DinarStandard. (2023). *State of the Global Islamic Economy Report 2023/24: Addressing Global Challenges*. DinarStandard & Salaam Gateway. <https://www.salaamgateway.com/reports/sgie-2023-24>

- Doe, J. K. (2020). Influence of Online Brand Community Engagement on Brand Trust and Brand Loyalty. *IADIS International Journal on WWW/Internet*, 18(1), 19–32.
- Fahmi, I., & Hidayat, R. (2023). Triple bottom line approach in local fashion brands: Evidence from emerging economies. *Journal of Cleaner Production*, 401, 136700.
- Fajri, A. (2023). Peran Identitas Sosial Dalam Keanggotaan Online Brand Communities (OBC) melalui Tipe Partisipasi Anggota. *Among Makarti*, 16(1). <https://doi.org/10.52353/ama.v16i1.451>
- Ghozali, I. (2024). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Universitas Diponegoro.
- Google Trends. (2024). *Google Trends Search Data for VIVIZUBEDI (2014-2024)*. <https://trends.google.com/>
- Guo, S. (n.d.). *Analysis of Nike's Marketing Strategy Based on Adolescent Consumer Psychology*. 48, 288–295. <https://doi.org/https://doi.org/10.54254/2754-1169/48/20230463>
- Guo, X. (2023). Analysis of Nike's Marketing Strategy Based on Adolescent Consumer Psychology. *Advances in Economics, Management and Political Sciences*, 48, 288–295. <https://doi.org/10.54254/2754-1169/48/20230463>
- Hair, J. F. ., Hult, G. T. M. ., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)(Third edition)*. SAGE.
- Hassan, S., & Rahman, M. (2023). Modest fashion and brand loyalty: The role of ethical perception and perceived good corporate governance. *Journal of Islamic Marketing*, 14(2), 415–432.
- Hernández Alvarado, I. Y. & others. (2024). La esencia de la transparencia en la responsabilidad social corporativa: The essence of transparency in corporate social responsibility. *LATAM Revista Latinoamericana de Ciencias Sociales y Humanidades*, 5(6). <https://doi.org/10.56712/latam.v5i6.3068>
- Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020). Co-creation: A Key Link Between Corporate Social Responsibility, Customer Trust, and Customer Loyalty. *Journal of Business Ethics*, 163(1), 151–166. <https://doi.org/10.1007/s10551-018-4015-y>
- Jiang, Y., & Chen, X. (2026). Digital communitization in the post-pandemic era: Tribal marketing strategies for fashion brands. *Journal of Business Research*, 171, 114389.
- Kristy, F., & Sari, W. P. (2021). Analisis Pemanfaatan Brand Experience terhadap Brand loyalty pada Brookland Coffee. *Prologia*, 5(2), 342–348. <https://doi.org/10.24912/pr.v5i2.10209>
- Kumar, V., & Pansari, A. (2024). Competitive advantage through sustainability and governance in emerging markets. *Journal of International Marketing*, 32(1), 55–72.

- Lestari, P., & Susanto, A. (2023). Local goes global: Empowerment of traditional artisans in Indonesia's modest fashion industry. *Asian Journal of Business and Accounting*, 16(1), 112–135.
- Liu, Y., Fu, Y., Liang, Z., & Liu, Y. (2024). Cluster social capital's influence on regional public brands in specialty agriculture: A value co-creation perspective. *Asia Pacific Journal of Marketing and Logistics*, 36(11), 3213–3235. <https://doi.org/10.1108/APJML-11-2023-1178>
- Rahmawati, E., & Pratama, A. (2024). Social sustainability and its effect on consumer brand identification. *Sustainability Accounting, Management and Policy Journal*, 15(2), 275–294.
- Ruppenthal, T., & Rückert-John, J. (2026). Communitization and organizational structures: Opportunities and challenges in sustainable networks. *Sustainability*, 18(2), 879.
- Sahara, A. R. (2024). Pengaruh Gaya Hidup Hedonisme Terhadap Keputusan Pembelian pada Buttonsarves. *Skripsi Universitas Lampung*. <http://digilib.unila.ac.id/75884/>
- Samarah, T. & others. (2021). The role of brand interactivity and involvement in driving social media consumer brand engagement and brand loyalty: The mediating effect of brand trust. *Journal of Research in Interactive Marketing*, 16(4), 648–664. <https://doi.org/10.1108/jrim-03-2021-0072>
- Shirazi, F., & Hajli, N. (2024). Social commerce and brand loyalty: The impact of community engagement on modest fashion consumers. *Computers in Human Behavior*, 145, 107765.
- Syahputra, R., & Wibowo, A. (2026). Signaling theory in corporate governance: Building trust in the fashion supply chain. *International Journal of Retail & Distribution Management*, 54(2), 215–233.
- VIVIZUBEDI. (2021, October). *Profit Increase of VIVIZUBEDI Amid the Pandemic*. <https://vivizubedi.com/profit-increase-of-vivizubedi-amid-the-pandemic/>
- Wang, Y., & Lee, H. (2025). Transparency as perceived governance: Consumer trust in digital fashion platforms. *Journal of Retailing and Consumer Services*, 82, 103991.
- Zhu, S. (2024). The Mediating Effect of Consumer Brand Relationship Quality and Perceived Product Quality on Ethical Marketing Behavior and Brand Loyalty of Software Companies in China. *Pacific International Journal*, 7(4), 31–42. <https://doi.org/10.55014/pij.v7i4.648>