

ANALYSIS OF THE EFFECT OF COMMUNICATION INTENSITY AND FEEDBACK ON RESELLER LOYALTY WITH BUSINESS RELATIONSHIP QUALITY AS AN INTERVENING VARIABLE (CASE STUDY ON DEENSCARF HIJAB)

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Abstract: The research aims to see the effect of communication intensity and feedback on the loyalty of resellers of Deenscarf hijab products which is mediated by the quality of business relationships. The research is quantitative by adopting a type of causal research, namely knowing the influence or causal relationship between the independent variables (intensity of communication and feedback) and the dependent variable (reseller loyalty) through an intervening variable (quality of business relationships). The sampling technique used a total sampling of 117 respondents. Data collection was carried out by distributing questionnaires to all samples who were resellers of Deenscarf hijab products. Data analysis was carried out with Partial Least Square (PLS) using SmartPLS 4 software to see the direct and indirect effects between variables. The research results show that the intensity of communication, feedback and the quality of business relationships have a direct and significant effect on the loyalty of resellers of Deenscarf hijab products. The intensity of communication and feedback has a direct and significant effect on the quality of Deenscarf's business relationships with its resellers. Indirectly, the quality of business relationships significantly mediates the influence of communication intensity and feedback on the loyalty of resellers of Deenscarf hijab products.

Keywords: *Communication intensity, feedback, quality of business relationships, reseller loyalty*

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1. Introduction

Indonesia is the second-largest Muslim country in the world. This has made the Muslim fashion industry a trend in itself, inextricably linked to the public's growing demand for Muslim clothing products, including the hijab. The Global Islamic Economy Indicator Score (GIEIS) reports that Indonesia ranks third among the top modest fashion industries, behind Turkey and Malaysia (SHAFIQ Administrator, 2024). This ranking places Indonesia in a strategic position as a global Muslim fashion market, with continued economic growth potential. Furthermore, in 2023, the Central Statistics Agency (BPS) reported that Indonesian Muslim fashion exports reached 4.68 billion (Ningrum, 2023). This phenomenon presents a significant opportunity for local brands to expand their market share in the Muslim fashion industry.

Fierce competition in the growing Muslim fashion industry will continue to increase the number of hijab brands entering the market. Startups just starting out in the industry must have the right strategy to survive the competition. Databoks Indonesia reported that Indonesia had the largest number of startups in the world at the beginning of 2024, with a total of 2,562 startups recorded as of January 11, 2024. Indonesian startups ranked first in Southeast Asia, second in Asia, and sixth globally (Annur, 2024). This can be seen in Figure 1.1, which shows the high rate of growth of startups in Indonesia across ASEAN and globally.

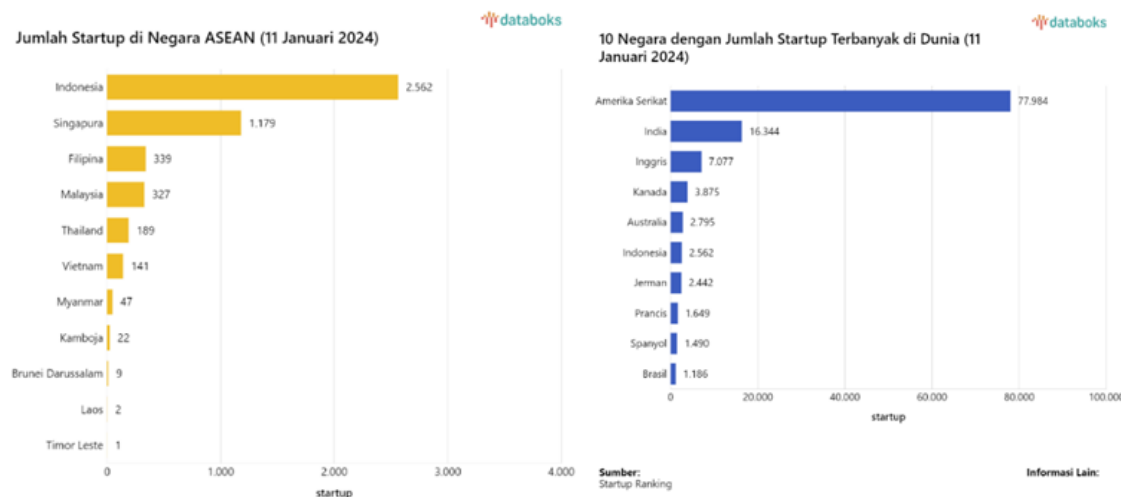


Figure 1. The Number of Startups in ASEAN Countries and the Highest in the World
Source: Startup Ranking (Databoks), 2024

Startups often face intense competition from established companies with greater resources, making it difficult to attract and retain customers (SAB, 2023). To survive, startups need to build customer loyalty, which provides stable revenue and acts as brand advocates (Kontenesia, 2023; Subakti, 2023). One effective strategy is leveraging resellers, which not only increase sales volume but also expand market reach without significant investment (Ajaib, 2022). However, reseller loyalty doesn't develop automatically; they tend to choose brands that offer high returns and support, such as effective communication and attention to their needs (Gupta et al., 2016; Khalif & Rossinskaya, 2024). Deenscarf, a hijab fashion startup launched in 2020, faces challenges in maintaining reseller loyalty amidst the competition, as evidenced by stagnant sales fluctuations between May and November 2024, with significant declines. This highlights the need to analyze the factors influencing reseller loyalty to optimize business growth.

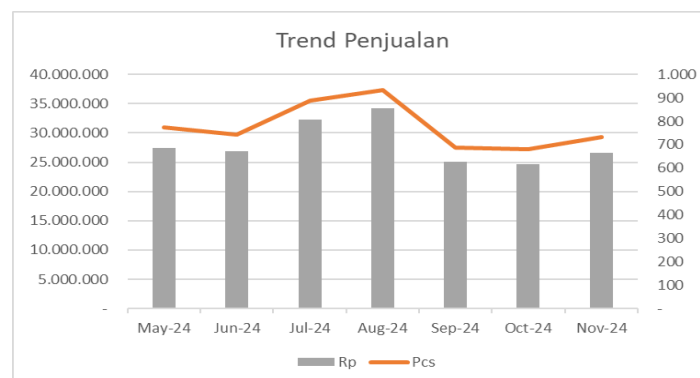


Figure 2. Deenscarf Sales Trends, May-November 2024
Source: Processed Data (2024)

Reseller loyalty is key for startups like Deenscarf in navigating sales fluctuations, as loyal resellers not only drive consistent sales but also play an active role in marketing and product feedback (Sharma, 2024; Siqueira, 2021). However, Deenscarf faces challenges in maintaining reseller loyalty, such as complaints about a lack of product innovation and non-proactive communication. Although follow-up efforts are undertaken, these strategies are reactive and not optimally integrated, potentially eroding reseller trust (Fahreza, 2021).

The quality of business relationships, including trust, commitment, and satisfaction, has been shown to be significant in building loyalty (Kwiatek et al., 2020; Ahmad Novian et al., 2023). Communication intensity, as an indicator of interaction frequency, has a positive effect on loyalty (Purnama Sari, 2024; Nur'aeni & Fiyana, 2020), especially when supported by constructive feedback (Flint in Indriani et al., 2020). Feedback enables companies to adapt products to market needs (Admindesa, 2023) and increase the relevance of innovations (Acer, 2023).

Maintaining reseller loyalty is critical for Deenscarf, given their strategic role in increasing sales volume, expanding market reach, and reducing marketing and distribution costs. Resellers who understand hijab trends and align with the company's vision can be key drivers in ensuring product relevance in the market. However, challenges such as a lack of proactive communication and effective feedback have the potential to erode reseller loyalty. Therefore, this research is urgently needed to analyze how communication intensity and feedback can strengthen reseller loyalty through the mediating role of business relationship quality. The findings of this study will provide concrete solutions for Deenscarf in optimizing its reseller retention strategy, while also contributing to the literature on relationship marketing in the Muslim fashion industry.

This study aims to analyze the factors that influence the loyalty of Deenscarf hijab product resellers, with a focus on the role of communication intensity and feedback and the mediating mechanism through the quality of business relationships. In more detail, this study is designed to: (1) test the direct influence of communication intensity and feedback on reseller loyalty; (2) analyze the impact of communication intensity and feedback on the quality of business relationships; and (3) explore the mediating role of business relationship quality in the relationship between communication intensity and feedback with reseller loyalty. With this approach, the study is expected to provide a comprehensive understanding of how the interaction of communication, feedback, and relationship quality can shape reseller loyalty, while providing an empirical basis for the development of more effective reseller management strategies for Deenscarf and similar businesses.

2. Research Method

This study employed a quantitative research method, which is used to examine a specific population or sample. Data collection utilized research instruments, and data analysis was quantitative/statistical, with the aim of describing and testing the established hypotheses (Sugiyono, 2019). The study was a causal study, aimed at determining the influence or causal relationship between the independent variables (communication intensity and feedback) and the dependent variable (reseller loyalty) through the intervening variable (business relationship quality). This study was conducted online, covering all regions in Indonesia because the respondents were Deenscarf resellers with varying domiciles. The study was conducted from mid-October to December 2024.

This study employed a quantitative approach with a limited population of 117 Deenscarf resellers who are members of a reseller group (Bungin, 2017; Sugiyono, 2019). A population

is defined as the entire research unit with specific characteristics to be studied, and in this study, it is limited because the number can be identified quantitatively.

Data collection was conducted online from October to December 2024, covering all of Indonesia to reach resellers spread across various regions. The sampling technique used was total sampling (census) with a simple random sampling approach, where all 117 members of the population were included as respondents with equal opportunity and without any specific conditions. The research instrument was a questionnaire using a 1-5 Likert scale to measure the research variables (Sugiyono, 2019). The questionnaire contained statements with predetermined answer options, where respondents responded by assigning a score on the provided scale. The data obtained from the questionnaire were then processed and analyzed to answer the research questions.

This study used Partial Least Squares (PLS), a variance-based Structural Equation Modeling (SEM) method suitable for small samples and non-normally distributed data (Evi & Rachbini, 2022). PLS was chosen based on its ability to analyze complex multivariate relationships, handle models with mediating variables (business relationship quality), and provide robust results even with limited data. Data analysis was conducted through two evaluation stages. The first stage is the evaluation of the outer model which includes a reliability test using Cronbach's Alpha and Composite Reliability with a minimum value of 0.7, a convergent validity test through an outer loading of at least 0.7 and an Average Variance Extracted (AVE) of at least 0.5, and a discriminant validity test using the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) with a value below 0.85. The second stage is the evaluation of the inner model which measures predictive power through an R^2 value above 0.25 and a Q^2 above 0, tests the significance of the path with bootstrapping (t-value of at least 1.96), and checks the effect size (f^2) and Variance Inflation Factor (VIF) below 5 to ensure the absence of multicollinearity. This analysis focused on the relationship between communication intensity, feedback, business relationship quality as a mediating variable, and reseller loyalty. The results of the model evaluation showed that all criteria had been met, so the built model could be used for testing the research hypothesis.

3. Results and Discussion

3.1. Results

Reseller Demographic Data

Based on the research results, the Deenscarf reseller profile shows an interesting distribution across various demographic aspects. In terms of gender, 82% of resellers are female and 18% are male, reflecting the trend of the hijab fashion market which is still dominated by female consumers. The age distribution shows that the majority of resellers are in the 26-34 year group, as many as 91 people (78%), followed by 17-25 year olds as many as 20 resellers (17%), 35-44 year olds as many as 4 resellers (3%), and 45+ year olds as many as 2 resellers (2%), indicating that this business is most in demand by the productive young generation. The education level of resellers is dominated by bachelor's degree graduates (62%), then high school/equivalent (31%), postgraduate (5%), and D1/D2/D3/D4 (2%), indicating that a higher level of education may correlate with interest and ability in running a reseller business. Resellers are concentrated in East Java (Sidoarjo 37%, Surabaya 18%, Malang 15%), with other distributions in Jakarta (18%) and Yogyakarta (12%), confirming that geographical proximity to business centers influences reseller participation. The volume of product purchases per month is dominated by the range of 41-70 pcs (48%), followed by 10-40 pcs (37%), 71-100 pcs (11%), and >100 pcs (4%), indicating that most resellers have a stable

market with regular demand, while others are still in the development stage. These findings overall illustrate that Deenscarf resellers are dominated by young, educated women in East Java with a fairly consistent level of product purchases.

Descriptive Statistic

Table 1. Descriptive Statistics Result

	Communication Intensity	Feedback	Business Relationship Quality	Reseller Loyalty
Mean	39,504	40,068	40,572	42,119
Median	44	43	44	45
Mode	45	46	47	46
St. Deviasi	8,820	7,853	8,519	7,631
Skewness	-0,794	-1,094	-1,172	-1,569
Min	19	18	17	16
Max	50	50	50	50

Source: Processed Data (2025)

Statistical analysis shows that all study variables tend to receive high ratings from Deenscarf resellers. Communication intensity has a mean of 39.5 with the majority of respondents giving it a high score (mode 45), although there is moderate variation in ratings (standard deviation 8.82). A similar pattern is seen for feedback (mean 40.07, mode 46) and business relationship quality (mean 40.57, mode 47), where the data distribution is skewed to the left (negative skewness -1.094 and -1.172) indicating more respondents giving above-average ratings. Reseller loyalty recorded the highest score (mean 42.12, mode 46) with the smallest standard deviation (7.63), indicating more uniform ratings. Overall, these results illustrate positive perceptions of resellers towards all measured aspects, with a consistent trend in ratings at the upper end of the scale, with no significant outliers.

Outer Model Result

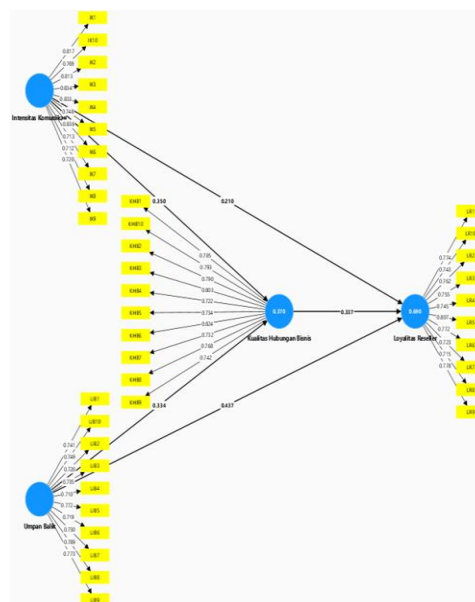


Figure 3. Outer Model

Source: Processed Data (2025)

Table 2. Outer Loadings Convergent Validity

	Communication Intensity	Business Relationship Quality	Reseller Loyalty	Feedback
IK1	0.817			
IK2	0.813			
IK3	0.834			
IK4	0.833			
IK5	0.748			
IK6	0.836			
IK7	0.713			
IK8	0.712			
IK9	0.720			
IK10	0.769			
KHB1		0.785		
KHB2		0.790		
KHB3		0.803		
KHB4		0.722		
KHB5		0.734		
KHB6		0.824		
KHB7		0.732		
KHB8		0.768		
KHB9		0.742		
KHB10		0.793		
LR1			0.774	
LR2			0.762	
LR3			0.755	
LR4			0.745	
LR5			0.807	
LR6			0.772	
LR7			0.723	
LR8			0.715	
LR9			0.778	
LR10			0.743	
UB1				0.741
UB2				0.720
UB3				0.735
UB4				0.710
UB5				0.772
UB6				0.719
UB7				0.730
UB8				0.789
UB9				0.773
UB10				0.749

Source: Processed Data (2025)

The intensity of communication towards communication intensity (0.781) has a higher loading value compared to the intensity of communication towards other variables such as the quality of business relationships (0.545), reseller loyalty (0.647), and feedback (0.582). The independent variable of the quality of business relationships towards the quality of business

relationships itself also has a high loading compared to other variables such as reseller loyalty (0.686) and feedback (538). Reseller loyalty towards reseller loyalty has a higher loading value than reseller loyalty with feedback (0.740). So the results of the discriminant validity of each variable in explaining the uniqueness of each variable are valid (all variables used are unique).

Table 3. Composite Reliability and Cronbach's Alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Communication Intensity	0.928	0.932	0.940
Business Relationship Quality	0.923	0.924	0.936
Reseller Loyalty	0.917	0.919	0.931
Feedback	0.910	0.913	0.925

Source: Processed Data (2025)

The communication intensity variable has a Cronbach's alpha value of 0.928 and a composite reliability of 0.940, which is more than 0.7, so all statement indicators of communication intensity consistently measure the communication intensity variable itself. The business relationship quality variable also has a Cronbach's alpha value (0.923) and a composite reliability of more than 0.7, so all statements designed for the quality of business relationships are consistent in measuring the quality of business relationships. Likewise, reseller loyalty has a Cronbach's alpha (0.917) and a composite reliability (0.931) greater than the reliability standard of 0.7, so all statements are designed consistently to measure the reseller loyalty variable. Feedback is also the same with a Cronbach's alpha value of 0.910 and a composite reliability of 0.925 greater than 0.7, so all statements consistently measure the feedback variable well. In conclusion, all variables of communication intensity, feedback, quality of business relationships, and reseller loyalty have composite reliability and Cronbach's alpha values of more than 0.7 so that all data are reliable, that is, they consistently measure each of the same variables.

Inner Model Result

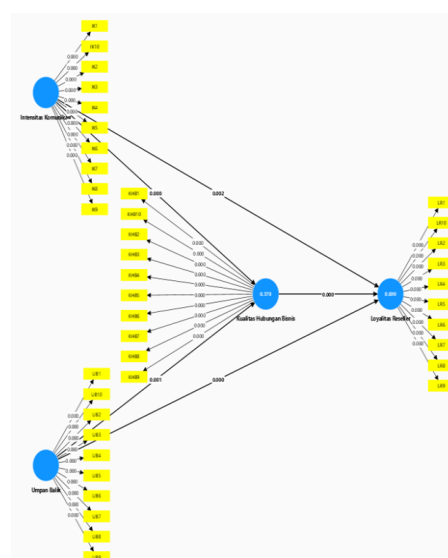


Figure 1.4 Inner Model
Source: Processed Data (2025)

Table 4. Hypothesis Test Results

	<i>p-value</i>		Description
<i>Direct Effect</i>			
Communication Intensity → Reseller Loyalty	0,002	< 0,05	Significant
Feedback → Reseller Loyalty	0,000		Significant
Communication Intensity → Business Relationship Quality	0,000		Significant
Feedback → Business Relationship Quality	0,001		Significant
Business Relationship Quality → Reseller Loyalty	0,000		Significant
<i>Indirect Effect</i>			
Communication Intensity → Business Relationship Quality → Reseller Loyalty	0,011	< 0,05	Significant
Feedback → Business Relationship Quality → Reseller Loyalty	0,016		Significant

Source: Processed Data (2025)

Statistical analysis revealed that communication intensity and feedback significantly influence reseller loyalty, both directly and indirectly through the mediation of business relationship quality. Directly, communication intensity (p-value <0.05) and feedback (p-value <0.05) were shown to increase reseller loyalty. These two variables also significantly strengthen business relationship quality (p-value 0.000 for communication intensity and 0.001 for feedback), which in turn positively impacts loyalty (p-value 0.000).

Indirectly, business relationship quality acts as a key mediator. Communication intensity (p-value 0.011) and feedback (p-value 0.016) influence loyalty through improving business relationship quality, indicating that a strong relationship between Deenscarf and resellers serves as a crucial bridge in building loyalty. Without a strong business relationship, the impact of communication and feedback will not be as strong as when the relationship is maintained. Thus, business relationship quality is a critical factor that strengthens the positive influence of communication intensity and feedback on reseller loyalty.

Table 5. R-square Results

	R-square	R-square adjusted
Business Relationship Quality	0.370	0.359
Reseller Loyalty	0.690	0.682

Source: Processed Data (2025)

The R-square analysis shows that business relationship quality (the intervening variable) is 37% influenced by communication intensity and feedback, while the remaining 63% is explained by factors outside the model. Reseller loyalty (the dependent variable) is 69% influenced by communication intensity, feedback, and business relationship quality, with the remaining 31% coming from external factors.

These findings indicate that improving communication, feedback, and business relationship quality is a crucial strategy for building reseller loyalty, although there are significant contributions from other unexplored factors. The higher R-square value for loyalty (69%) compared to business relationship quality (37%) confirms that these three variables have a dominant influence in explaining Deenscarf reseller loyalty.

Table 6. Effect Size

	Business Relationship Quality	Reseller Loyalty
Communication Intensity	0.129	0.083
Business Relationship Quality		0.230
Feedback	0.117	0.364

Source: Processed Data (2025)

The analysis of the variables' influence shows that communication intensity has a relatively small direct impact on the quality of business relationships (0.129) and reseller loyalty (0.083), indicating that communication frequency alone is insufficient without good quality, although the effect can be more optimal when mediated by the quality of business relationships. On the other hand, feedback has a more significant influence on reseller loyalty (0.364) than on the quality of business relationships (0.117), confirming that good responses from Deenscarf directly increase reseller loyalty by making them feel appreciated. Meanwhile, the quality of business relationships as a mediator variable plays a crucial role with a significant influence on loyalty (0.230), where strong business relationships based on trust not only strengthen the impact of communication and feedback but also directly increase reseller commitment. Thus, although feedback is the most dominant factor in building loyalty, the combination of quality communication intensity and good business relationships creates a more effective synergy in strengthening Deenscarf reseller loyalty.

3.2. Discussion

The Effect of Communication Intensity on Reseller Loyalty

The first hypothesis (H1) formulated a significant effect of communication intensity on reseller loyalty for Deenscarf hijab products. The first hypothesis (H1) was accepted, with a path coefficient p-value of less than 0.05 (0.000), indicating that communication intensity significantly influences Deenscarf reseller loyalty in a positive direction. The effect size of communication intensity on reseller loyalty, based on the effect size, was 8.3%, which is considered to be a relatively small influence, although statistically significant. Communication intensity, measured through various dimensions such as frequency, duration, attention, regularity, breadth, and depth of messages, significantly influences reseller loyalty. High communication intensity increases reseller loyalty, while low communication intensity decreases. Each aspect of communication intensity contributes differently to building reseller commitment and loyalty to Deenscarf hijab products, illustrating the importance of high-quality and regular communication in maintaining reseller loyalty to Deenscarf hijab products. The results of this study are similar to those of Martins et al. (2024) in the Ghanaian fund

management industry, which found that communication intensity significantly positively correlated with customer loyalty. The strong relationship between communication intensity and customer loyalty in both studies indicates that effective, consistent, and in-depth communication is a key factor in building and maintaining loyalty, both for Deenscarf hijab resellers and customers in the Ghanaian fund management industry. Intense communication creates a greater sense of engagement and trust, thus encouraging customers or resellers to remain committed to a product or service.

Curatman et al. (2022) highlighted an effective communication strategy, one of which is a "loyalty program," which contributes to increased loyalty by strengthening customer relationships and perceptions. These results can be reflected in this study. Deenscarf's program, implemented to build effective and in-depth communication with its resellers, for example, holding regular monthly meetings focused on discussing the development of the Deenscarf hijab fashion business, will undoubtedly increase reseller loyalty. Tolba (2011) stated that distribution intensity can shape brand preferences, which form the basis for loyalty. This also supports the findings of this study, emphasizing that communication intensity, when conducted with appropriate methods, will shape Deenscarf resellers' preferences for the Deenscarf brand itself, creating greater engagement and loyalty to the Deenscarf brand.

The similarity of these results underscores the importance of communication as a fundamental element in building loyalty. This is universal and applicable across various industries. In both the fashion industry (Deenscarf) and the financial services industry (fund management), good communication facilitates stronger relationships between companies and their customers, ultimately strengthening loyalty. Therefore, well-maintained communication frequency, duration, attention, regularity, breadth, and depth contribute to resellers feeling supported, valued, and engaged in a strong relationship with Deenscarf. This not only increases repeat purchases but also strengthens resellers' ability to resist competitors' influence and promote Deenscarf products more widely.

The Effect of Feedback on Reseller Loyalty

The second hypothesis (H2) states that feedback has a significant effect on reseller loyalty for Deenscarf hijab products. Based on the path coefficient significance test, the second hypothesis (H2) obtained a p-value of 0.002 (less than 0.05), thus the second hypothesis is accepted. There is a significant influence of feedback on reseller loyalty directly. Feedback has a 36.4% effect size on reseller loyalty, and this value is the largest compared to the magnitude of the influence between the other variables studied. Feedback given to resellers plays a crucial role in shaping loyalty. When Deenscarf provides relevant information, strong motivation, positive behavioral reinforcement, and fair punishment when necessary, this creates a comprehensive feedback system, encouraging resellers to improve their performance and also feeling supported by Deenscarf in their efforts to market the product. Conversely, if feedback is not effective, it will decrease Deenscarf reseller loyalty to Deenscarf hijab products.

The study's findings align with research by Shcherbakova et al. (2022), whose primary focus is identifying deficiencies in company feedback systems based on market analysis and seeking best practices in customer interactions that can increase customer loyalty at minimal cost. Shcherbakova et al.'s (2022) study analyzed modern communication channels used by various companies to identify critical elements in ensuring customer loyalty. The findings revealed that by identifying deficiencies in communication and interaction with customers, effective feedback mechanisms can attract new clients and retain existing customers.

Effective feedback has been shown to be influential in building and maintaining reseller loyalty, including at Deenscarf. As identified by Shcherbakova et al., elements critical to increasing customer loyalty, such as providing relevant information, motivation, reinforcing positive behavior, and enforcing rules through penalties, all reflect best practices in interactions between manufacturers and resellers. By implementing appropriate feedback through effective communication channels, companies can increase reseller loyalty without incurring significant costs. Furthermore, the modern and effective communication approach employed by Shcherbakova et al. aligns with the feedback approach used in this study regarding Deenscarf. When companies use clear, timely, and targeted communication to provide motivational feedback and reinforce positive behavior, they can create an environment that supports reseller loyalty. This is consistent with the findings of Shcherbakova et al., who noted that appropriate communication channels are effective in increasing customer loyalty.

Feedback helps reduce the risk of detrimental behaviors such as poor selection and moral hazard by providing information about previous sales performance (Wolf & Muhanna, 2011). Transparent feedback between Deenscarf and resellers can reduce the risk of resellers feeling underappreciated or treated unfairly, which can lead to increased reseller loyalty. Research by Cabral & Li (2015) explains that transaction quality correlates with increased positive feedback, which in turn strengthens retailer loyalty. Cabral & Li's research aligns with the findings of this study, which found that the quality of feedback provided by Deenscarf, both in the form of motivation and reinforcement of positive behavior, creates a positive experience that encourages resellers to remain loyal and increase their commitment to hijab products.

It was concluded that effective feedback encourages resellers to make repeat purchases, expand their product line, and recommend products to others. Resellers who receive positive feedback become more resilient to competitors' products because they feel they have a strong relationship with the manufacturer. Deenscarf's robust feedback system for its resellers will increase their commitment and loyalty, which in turn will increase loyalty, and vice versa.

The Effect of Communication Intensity on Business Relationship Quality

The third hypothesis (H3) was formulated that communication intensity significantly influences the quality of business relationships between Deenscarf and its resellers. The p-value of the path coefficient test showed a value of $0.000 < 0.05$, thus H3 was accepted. There is a direct, significant effect of communication intensity on the quality of Deenscarf's business relationships with its resellers. Good or increased communication intensity will improve the quality of the business relationship, and vice versa. The effect size of communication intensity on business relationship quality was 12.9%, slightly larger than the effect of communication intensity on Deenscarf reseller loyalty. Communication intensity is influential in building strong business relationships between Deenscarf and its resellers. The frequency, duration, attention, regularity, breadth of topics, and depth of messages in communications all contribute significantly to trust, satisfaction, and commitment in business relationships. It can be interpreted that if Deenscarf maintains high communication intensity, it can foster closer relationships and improve the performance of its hijab business.

This research aligns with the findings of Sari et al. (2022), which discussed the impact of communication intensity among Kambu residents on the quality of their relationships. Sari et al.'s study discussed the importance of interpersonal communication intensity, including frequency, duration, and medium, both in person and through platforms such as telephone and WhatsApp. Sari et al.'s study found that the higher the intensity of interpersonal communication, the better the quality of the relationships formed, characterized by trust,

empathy, support, and positive attitudes among residents. The intensity of communication between Deenscarf and its resellers encompassed frequency, duration, attention, regularity, breadth, and depth of messages, all of which contributed to increased trust, satisfaction, and commitment in business relationships. The similarity between the two studies lies in the crucial role of communication intensity in building and improving relationship quality, both between residents and business relationships.

The main focus of this study is its focus on reseller loyalty, specifically the business-to-business (B2B) relationship between Deenscarf and its resellers, which is similar to the relationship between franchisees and franchisors in Lee et al.'s study. (2008). Lee et al. found that collaborative communication increases economic and social satisfaction in a franchise system. This is relevant to this study, as strong communication intensity can encourage reseller commitment and create stronger relationships with Deenscarf. Rahmadhanti & Gustomo (2024) explained in their research that effective communication can extend to internal business relationships, significantly influencing interpersonal relationships among employees and driving organizational success. Leszczyński & Zieliński (2013) added that misalignment in communication can undermine trust and satisfaction, negatively impacting the seller-buyer relationship. Similarly, if Deenscarf develops effective communication intensity, it will establish a high-quality business relationship with its resellers and significantly impact sales of Deenscarf hijab products. Misalignment in communication can undermine trust and satisfaction, negatively impacting the seller-buyer relationship.

The hypothesis is accepted: increasing the frequency and depth of communication between Deenscarf and resellers, both in terms of topics discussed and the attention given during communication, helps strengthen trust and commitment in their relationship. The more consistent the communication, the greater the reseller's satisfaction and loyalty towards Deenscarf, and will improve the sustainability and quality of the business relationship between the two parties.

The Effect of Feedback on Business Relationship Quality

The fourth hypothesis (H4) assumes that feedback significantly influences business relationship quality. The significance test results showed a p-value of 0.001, which is less than 0.05, indicating a significant effect. Therefore, H4 is statistically accepted. Interpretation of these results indicates that when feedback is high, the quality of the business relationship is also high; when feedback is low, the quality of the business relationship is also low. Feedback has an 11.7% effect on business relationship quality, based on the large effect size, but its effect is lower than that of feedback on reseller loyalty. Feedback provided by resellers to Deenscarf, and responded to positively by Deenscarf, has a significant impact on business relationship quality, including trust, satisfaction, and reseller commitment to Deenscarf hijab products.

Research by Meyer-Waarden & Sabadie (2023) serves as a reference regarding the feedback variable on business relationship quality. Research by Meyer-Waarden and Sabadie outlines the role of effective complaint handling efforts in building quality customer relationships in the context of restaurant management. Meyer-Waarden and Sabadie's research demonstrates that more personal interactional recovery efforts (e.g., direct apologies) are more effective in building stronger relationships, especially for loyal customers. The feedback provided by the company, whether in the form of an apology or compensation, can strengthen existing relationships and influence customer loyalty and satisfaction. Meyer-Wardeen and Sabadie's research and the results of this study are relevant because feedback provided to resellers (whether in the form of information, motivation, reinforcement, or punishment) can

increase resellers' trust, satisfaction, and commitment, which are important components of a quality business relationship. More personalized feedback, such as direct motivation and rewards, can be more effective in building stronger relationships and impacting Deenscarf's sales.

Another relevant study by Gregory & Levy (2012) found that feedback orientation, namely an individual's attitude toward feedback received, significantly influences the quality of work relationships. Regarding Deenscarf, resellers with a positive feedback orientation are more likely to accept feedback, whether in the form of new product information, motivation, or rewards, which will improve the quality of their relationship with Deenscarf. Initial interactions in a business relationship can form the foundation for a stronger, long-term relationship. The initial feedback received by resellers, whether positive or negative, can determine how the relationship develops. If initial feedback is handled well, such as through reinforcement of positive behavior or providing useful information, the relationship with resellers can develop into a stronger one (Werven et al., 2023).

In conclusion, for the fourth hypothesis, which was accepted, constructive feedback such as providing clear information, appropriate motivation, and positive reinforcement can strengthen the relationship between Deenscarf and its resellers, particularly by increasing trust and commitment. Effective feedback fosters more open and transparent communication, which can improve the quality of the reseller's business relationship with Deenscarf and potentially increase sales due to increased motivation, commitment, and satisfaction.

The Effect of Business Relationship Quality on Reseller Loyalty

The fifth hypothesis (H5) states that business relationship quality significantly influences Deenscarf reseller loyalty. Based on the path coefficient test results, the p-value is 0.000, which is less than 0.05, indicating statistical significance. Whether or not the quality of the business relationship is strong or weak affects the loyalty of Deenscarf hijab product resellers. A good business relationship will increase reseller loyalty, and vice versa. The effect size results show that business relationship quality influences reseller loyalty by 23%, the second-highest percentage after feedback. Loyalty can be viewed across two dimensions: affective loyalty and behavioral loyalty. Attitudinal loyalty is a reseller's positive feelings toward Deenscarf, while behavioral loyalty is concrete actions such as repeat purchases or increased sales efforts. When the quality of the business relationship is maintained, resellers tend to have positive feelings and are committed to maintaining a long-term relationship with Deenscarf.

The study's findings align with those of Kwiatek et al. (2020), who examined B2B (Business-to-Business) loyalty programs and the influence of relationship quality on increased sales and customer loyalty in a transactional market context. Kwiatek et al. found that the quality of the supplier-customer relationship (in a B2B context) has a direct impact on business relationship outcomes, namely increased sales and increased customer loyalty (customer share of wallet). These results align with the findings of Deenscarf's fifth hypothesis, which states that a good business relationship between the company and its resellers increases reseller loyalty to Deenscarf products.

Tangchua & Vanichchinchai's (2024) research, which highlighted the trust and commitment aspects of business relationship quality in the electrical and electronics industry, found that commitment significantly impacted reseller loyalty directly, while trust and satisfaction indirectly influenced reseller loyalty. This study demonstrated that when resellers feel trust and commitment, loyalty to Deenscarf increases. Similarly, Nguyen et al.'s (2020) research in the construction industry examined how satisfaction can improve relationship

quality. A strong business relationship, supported by excellent service and ongoing support, encourages Deenscarf resellers to remain loyal and continue promoting Deenscarf hijab products. In conclusion, a good business relationship between Deenscarf and its resellers has a significant impact on reseller loyalty. A relationship based on trust, satisfaction, and commitment will create higher loyalty and contribute to increased sales and the sustainability of the Deenscarf hijab business relationship.

The Effect of Business Relationship Quality in Mediating the Effect of Communication Intensity on Reseller Loyalty

The sixth hypothesis (H6) assumes that business relationship quality mediates the effect of communication intensity on reseller loyalty for Deenscarf hijab products. Based on the p-value of the indirect relationship, the path coefficient shows a value of 0.011, which is less than 0.05. Therefore, H6 is accepted. There is a mediating effect of business relationship quality in mediating the effect of communication intensity on Deenscarf reseller loyalty. Business relationship quality functions as a mediator in the relationship between communication intensity and reseller loyalty.

Communication intensity can directly influence reseller loyalty. This influence occurs through improving the quality of relationships built through effective communication. A good business relationship creates trust, increases reseller satisfaction and commitment to Deenscarf, and fosters strong reseller loyalty to Deenscarf products. A stronger, more trusting relationship encourages resellers to continue collaborating and increases product sales. As a result of the improved business relationship quality, reseller loyalty is also boosted. Resellers who feel valued and have a good relationship with Deenscarf are more likely to repeat purchases and are more active in distributing Deenscarf hijab products to others.

While no previous research has fully elucidated the mediating role of business relationship quality and communication intensity on loyalty, research by Awadallah et al. (2022) highlights the role of relationship quality as a mediator. Awadallah et al., based on their research on customer relationship quality, social media marketing, and brand loyalty in the context of Palestine found that customer relationship quality (CRQ) acts as a significant mediator in the influence of social media marketing activities (SMMA) on brand loyalty (BL). Research by Awadallah et al. identified that customer relationship quality (CRQ) can mediate the relationship between social media marketing activities and brand loyalty. Similarly, in this study, business relationship quality plays a similar role as a mediator, strengthening the relationship between more intense communication and reseller loyalty. Awadallah et al.'s research confirms that a solid and mutually beneficial relationship is crucial for increasing reseller loyalty. High communication intensity will be more effective if accompanied by a strong and trusting relationship between the company and the reseller.

By accepting the fifth hypothesis (H5), it can be concluded that business relationship quality acts as a mediator in mediating the relationship between communication intensity and reseller loyalty for Deenscarf hijab products. Intense communication improves business relationship quality, which encourages reseller loyalty to Deenscarf hijab products.

The Mediating Effect of Business Relationship Quality on Reseller Loyalty

The seventh hypothesis (H7) states that business relationship quality mediates communication intensity on reseller loyalty for Deenscarf hijab products. This indirect relationship achieved a p-value of 0.016, which is less than 0.05. Therefore, H7 is accepted. Business relationship quality mediates communication intensity on reseller loyalty for

Deenscarf hijab products. More intense communication between the company and resellers will create a stronger and more mutually beneficial business relationship. Trust formed through effective communication can lead to higher satisfaction and commitment to Deenscarf products and will encourage reseller loyalty. Business relationship quality serves as a mediator because a good relationship clarifies and strengthens the influence of communication on loyalty. Strong business relationships ensure that intense communication not only builds better interactions but also increases resellers' commitment and trust in Deenscarf products, which will increase their loyalty and loyalty in distributing hijab products to a wider audience.

The accepted hypothesis is consistent with the research by Nguyen et al. (2020), which revealed that relationship quality plays a significant role as a mediating variable in the influence of service quality on customer loyalty. Good relationships enhance customer loyalty, and in the context of Deenscarf, good business relationship quality plays a role in maximizing the positive effect of intense communication on reseller loyalty. Research by Alagarsamy et al. (2021) also supports the role of relationship quality as a mediator between variables, where brand relationship quality mediates the relationship between relational bonds and loyalty in the context of online grocery retail. This emphasizes that across various industries, strong, high-quality relationships contribute to increased loyalty. For Deenscarf, maintaining high-quality business relationships with resellers through good communication not only maintains loyalty but also increases long-term reseller loyalty.

The results indicate that business relationship quality acts as a mediator, strengthening the influence of communication intensity on reseller loyalty for Deenscarf hijab products. More intense communication between Deenscarf and resellers will foster better business relationships and ultimately increase reseller loyalty to the company's products.

4. Conclusion

Based on the results of the analysis and discussion of the research, it can be concluded that all proposed hypotheses are proven to be significant. The intensity of communication and feedback is proven to have a positive and significant effect on the loyalty of Deenscarf resellers, with p-values of 0.000 and 0.001, respectively (smaller than $\alpha = 0.05$). Both variables also have a significant effect on the quality of business relationships (p-value 0.000 for communication intensity and 0.002 for feedback). Furthermore, the quality of business relationships is proven to significantly influence reseller loyalty (p-value 0.000) and acts as a significant mediator in the relationship between communication intensity (p-value 0.011) and feedback (p-value 0.016) on reseller loyalty. These findings indicate that all relationship paths in the research model, both direct and indirect, have a significant influence on each other. Thus, it can be concluded that increasing the intensity of communication and feedback supported by good quality business relationships will effectively increase the loyalty of Deenscarf hijab product resellers.

Every study certainly has its own limitations. This study itself has several limitations that need to be considered. Measurements of communication and feedback intensity are based on respondents' subjective perceptions, which may vary from reseller to reseller. This study did not consider external factors such as market competition or trends in the fashion industry that could influence reseller loyalty. Therefore, further research is needed, including more external variables and a wider range of industries, to broaden our understanding of the influence of communication and feedback intensity on reseller loyalty. This study also used a quantitative approach, meaning it did not delve deeply into the reseller perspective as a whole. Qualitative

research is needed to gain a deeper understanding of how communication and feedback influence reseller loyalty more specifically.

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