JOURNAL OF ACCOUNTING RESEARCH, UTILITY FINANCE AND DIGITAL ASSETS (JARUDA) | 2962-973X
Website: https://jaruda.org/index_php/go/index | Volumes 5 No. 3 (2026)

THE EFFECT OF PRODUCT VARIETY, PRICE, AND DIGITAL MARKETING ON THE SUCCESS OF WOMEN'S HIJAB BUSINESSES IN LHOKSEUMAWE CITY

Salsabila[1]*, Samsidar[2], Muttaqien[3]*, Agustinawati[4]
Universitas Malikussaleh, Lhokseumawe, Indonesia
Universitas Malikussaleh, Lhokseumawe, Indonesia
Universitas Malikussaleh, Lhokseumawe, Indonesia
Universitas Malikussaleh, Lhokseumawe, Indonesia
E-mail: salsabila.220450005@mhs.unimal.ac.id[1]*, samsidar@unimal.ac.id[2], muttaqien@unimal.ac.id[3]
agustinawati@unimal.ac.id[4]
Correspondimg Author: samsidar@unimal.ac.id

Received: 01/08/2026 | **Revised:** 10/08/2026 | **Accepted:** 26/08/2026 | **Published:** 11/09/2026

Abstract

Increasingly tight competition in the hijab business requires business actors to offer the right products, prices, and marketing strategies, yet most of the 65 women's hijab businesses in Lhokseumawe City remain small-scale and struggle to increase sales. This study aims to examine the effect of product variation, price, and digital marketing on the business success of women's hijab enterprises in Lhokseumawe City. A quantitative approach was used with saturated sampling of 65 business actors; data were collected through a Likert-scale questionnaire and analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. Results show that product variation has a negative and insignificant effect, while price and digital marketing have positive and significant effects on business success, with the three variables together explaining 36.2% of its variance. It can be concluded that price is the most dominant factor, followed by digital marketing, while product variation has not proven to be a significant differentiator, so business actors are advised to prioritize competitive pricing and the optimization of digital marketing..

Keywords: product variation, price, digital marketing, business success, SEM-PLS

INTRODUCTION

The Muslim fashion industry, particularly the hijab product sector, has experienced rapid growth alongside increasing public awareness of Islamic dress codes and the development of Muslim fashion trends supported by technological advancements and social media. Indonesia is considered one of the leading countries in the development of the global Muslim fashion industry (Sholihatin, 2023). This condition creates substantial market opportunities while simultaneously increasing competition among hijab businesses. Business owners are required to provide products that meet consumer needs, establish competitive prices, and implement effective marketing strategies to maintain and develop their businesses (Hasanah & Yunita, 2024).

This condition can also be observed among women's hijab businesses in Lhokseumawe City. Based on preliminary survey data collected in 2026, there were 65 women's hijab businesses distributed across four districts: 5 businesses in Blang Mangat, 47 in Banda Sakti, 6 in Muara Dua, and 7 in Muara Satu. The number of businesses indicates considerable market potential as well as increasingly intense competition. Based on preliminary observations and interviews, several business owners still face limitations in providing product variety, differences in pricing strategies, and suboptimal utilization of digital marketing. These conditions are considered potential factors affecting the ability of businesses to increase sales, retain customers, and achieve business success. One factor that is considered to influence business success is product variety. Product variety enables businesses to provide different models, colors, patterns, sizes, materials, and designs according to consumer preferences. Wijayanti et al. (2021) explain that product variety is a differentiation strategy used to accommodate diverse consumer preferences and

needs. In the hijab business, the ability to provide diverse products is particularly important because fashion trends and consumer preferences continue to change. Limited product variety may encourage consumers to switch to competitors that offer products more suited to their preferences (Nurissyarifah & Darmawan, 2025).

In addition to product variety, price is an important factor in business competition. Price is not only a consideration for consumers when making purchasing decisions but also an important component of a business's strategy for creating competitiveness. Prices that are appropriate to product quality and consumers' purchasing power can increase product attractiveness in the market (Kotler & Armstrong, 2018). Among women's hijab businesses in Lhokseumawe City, preliminary findings indicate differences in pricing strategies. Some business owners offer negotiable prices, while others apply fixed prices. These differences indicate that pricing strategies are an important aspect that needs to be considered in improving business success.

Another factor is digital marketing. Technological developments have transformed marketing activities from conventional approaches toward digital-based marketing. Digital marketing enables businesses to expand their market reach, communicate with consumers more quickly, and promote products through various platforms such as Instagram, Facebook, WhatsApp, and TikTok (Albi, 2020). However, preliminary observations indicate that some women's hijab business owners in Lhokseumawe City still rely on direct sales and have not optimally utilized digital media for marketing. This condition indicates an opportunity to improve business success through more effective utilization of digital marketing.

Business success is generally reflected in a business's ability to achieve its objectives, generate profits, increase sales, maintain business continuity, and develop sustainably (Hariyanto & Ie, 2023). Therefore, the ability of business owners to manage product variety, determine appropriate prices, and utilize digital marketing is important in supporting business success, particularly in facing increasingly competitive conditions in the hijab industry.

Previous studies have reported inconsistent findings. Lestari et al. (2024) found that product variety had a positive but insignificant effect on business development, whereas Lestari and Ariwidodo (2024), Lesmana and Andy (2022), and Cahya et al. (2019) found that product variety had a positive and significant effect on purchasing decisions. Regarding price, Afrianto et al. (2024) found a positive and significant effect on business success. Meanwhile, studies by Anggraini (2025) and Muamar and Riyadi (2024) found that digital marketing had a positive and significant effect on business success. However, most of these studies examined different business objects and contexts, and therefore may not fully represent the characteristics of women's hijab businesses.

Based on the differences in previous research findings and the limited number of studies specifically examining women's hijab businesses in Lhokseumawe City, a research gap remains that requires further investigation. Therefore, this study aims to analyze the effect of product variety, price, and digital marketing on the success of women's hijab businesses in Lhokseumawe City. The findings are expected to contribute empirical evidence to the field of entrepreneurship and provide practical insights for hijab business owners in developing product, pricing, and digital marketing strategies to improve business success.

LITERATURE REVIEW

The Effect of Product Variety on Business Success

Product variety is one of the strategies used by businesses to meet diverse consumer needs and preferences. Product variety may include differences in models, colors, patterns, sizes, and materials offered to consumers. A wider range of products provides businesses with greater opportunities to attract consumers and respond to changing market preferences (Kotler & Keller, 2018).

In women's hijab businesses, product variety is particularly important because consumers have different tastes, needs, and preferences. The availability of various product choices makes it easier for consumers to select products that suit their preferences. In addition, product variety can increase business attractiveness and create a competitive advantage over businesses that offer more limited product choices (Pratiwi, 2024). Greater product variety can also increase customer satisfaction, which may subsequently contribute to increased sales and business success.

Previous research supports the relationship between product variety and business development. Widianto et al. (2023) found that product variety can be an effective strategy for developing a business because it increases product attractiveness to consumers. Similarly, Lestari et al. (2024) found that product variety contributes to business development by providing product choices that are more diverse and aligned with market needs.

Based on this theoretical and empirical evidence, product variety is expected to have a positive effect on business success. The greater the variety of products offered, the greater the opportunity for businesses to attract consumers, increase sales, expand market share, and achieve business success.

H1: Product variety has a positive and significant effect on business success.

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The Effect of Price on Business Success

Price is an important factor that can influence business success. It refers to the amount of money or value that consumers must give in exchange for obtaining a product or service. In business activities, price is not only a medium of exchange but also an important consideration in consumers' purchasing decisions. Therefore, appropriate pricing is essential for attracting consumers and strengthening business competitiveness (Kotler & Armstrong, 2018). For women's hijab businesses, price can influence business success because consumers tend to consider the compatibility between the price paid and the benefits obtained from the product. Prices that are appropriate to product quality and consumers' purchasing power can increase purchase intention and customer satisfaction. Conversely, excessively high prices may reduce consumer interest, while excessively low prices may create perceptions of lower product quality (Indrasari, 2019).

Competitive pricing can also help businesses face increasingly intense market competition. An appropriate pricing strategy enables businesses to retain existing customers, attract new customers, and increase sales volume. Increased sales can subsequently contribute to business growth and long-term business success (Kotler & Armstrong, 2018).

Previous studies have provided empirical evidence regarding the relationship between price and business success. Alberto (2019) found that price had a positive and significant effect on business success. Similarly, Afrianto et al. (2024) found that price had a positive and significant effect on business success. These findings indicate that appropriate pricing can contribute to increased revenue, competitiveness, and overall business performance.

Based on the theoretical and empirical evidence, price is expected to have a positive effect on business success. The more appropriately a price is determined according to product quality, consumer benefits, purchasing power, and market conditions, the greater the opportunity for a business to increase sales and achieve success.

H2: Price has a positive and significant effect on business success.

The Effect of Digital Marketing on Business Success

Digital marketing refers to marketing activities that utilize digital media and internet-based technologies to introduce and promote products to consumers (Albi, 2020). Digital marketing can be implemented through platforms such as Instagram, TikTok, Facebook, and WhatsApp to display products, provide information about prices and product specifications, and communicate with customers. Websites, instant messaging applications, and social media are among the digital channels commonly used for marketing activities.

Digital marketing enables businesses to reach a broader range of consumers without being limited by geographical location. Through digital platforms, consumers can easily obtain information about products, including hijab models, prices, materials, and ordering procedures. Attractive product images and promotional content can also increase consumer interest and strengthen relationships between businesses and customers.

Effective digital marketing can make promotional activities more efficient and potentially reduce marketing costs. Businesses can design promotional campaigns, monitor consumer responses, and adjust their marketing strategies according to market needs. Therefore, the effective utilization of digital marketing can strengthen business competitiveness and support business success, as reflected in increased sales, business growth, and the ability to compete in the market.

Previous studies have demonstrated the importance of digital marketing for business performance. Waruwu et al. (2022) found that digital marketing had a positive effect on the sales volume of small and medium-sized enterprises. Putri et al. (2023) also found that the utilization of digital media for marketing could improve business performance. These findings indicate that digital marketing is an important factor that can support business success by expanding market reach, increasing consumer engagement, and creating greater sales opportunities.

Based on the theoretical and empirical evidence, digital marketing is expected to have a positive effect on business success. The more effectively businesses utilize digital marketing, the greater their opportunities to reach potential consumers, increase sales, and achieve business success.

H3: Digital marketing has a positive and significant effect on business success.

METHOD

Research Design and Sample

This study employs a quantitative research approach to examine the effect of product variety, price, and digital marketing on the success of women's hijab businesses in Lhokseumawe City. The research adopts a cross-sectional survey design, in which primary data are collected from women's hijab business owners operating in

Lhokseumawe City. The proposed research model examines the direct effects of product variety, price, and digital marketing on business success. Product variety, price, and digital marketing are treated as independent variables, while business success is treated as the dependent variable. The study focuses on the perceptions and evaluations of women's hijab business owners regarding product variety, pricing, digital marketing utilization, and their contribution to business success.

The population of this study consists of 65 women's hijab businesses actively operating in Lhokseumawe City, Aceh, Indonesia. These businesses are distributed across four districts: Blang Mangat, Banda Sakti, Muara Dua, and Muara Satu. The study uses non-probability sampling with a saturated sampling (census) technique, in which all members of the population are included as research respondents. This sampling technique was selected because the population is relatively small and all identified businesses can be accessed by the researcher. Therefore, the sample consists of 65 respondents, representing all women's hijab businesses identified in Lhokseumawe City.

Data Collection and Measures

Primary data are collected through a structured questionnaire distributed to women's hijab business owners who meet the predetermined sampling criteria. The questionnaire is designed to measure respondents' perceptions regarding product variety, price, digital marketing, and business success. Secondary data are obtained from relevant academic literature, previous empirical studies, books, and other sources related to entrepreneurship, marketing, and business success. All measurement items are assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. This scale enables respondents to indicate the degree to which they agree with each statement.

Four constructs were examined in this study. Product variety (X1) was measured using four indicators: product size or type, price variety, product appearance, and product availability, adapted from Evasari and Yani (2021). Price (X2) was measured using four indicators: price affordability, price suitability to product quality, price suitability to benefits, and price suitability to consumers' purchasing ability or price competitiveness, based on Indrasari (2019).

Digital marketing (X3) was measured using five indicators: accessibility, interactivity, entertainment, credibility, and informativeness, based on Hasanah and Maryam (2024). Finally, business success (Y) was measured using four indicators: increased sales, increased business profits, business growth, and business continuity, based on Rahayu (2013), Davidson et al. (2002), and Erliah (2007). All constructs were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

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Data analysis

The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS. PLS-SEM was chosen because the study examines multiple latent constructs and includes both direct and indirect relationships through a mediating construct. The analysis involved two stages: the measurement model was assessed to evaluate the reliability and validity of the instruments, while the structural model was assessed to examine the relationships among the constructs and test the proposed hypotheses. Bootstrapping was used to assess the significance of the hypothesised relationships based on path coefficients (β), t-statistics, and p-values.

Measurement model assessment

The measurement model was assessed based on convergent validity, discriminant validity, and internal consistency reliability. Convergent validity was evaluated using outer loadings and average variance extracted (AVE), with loading values of 0.70 or higher and AVE values above 0.50 considered acceptable. Discriminant validity was assessed using the heterotrait-monotrait ratio (HTMT) to ensure that each construct was empirically distinct from the others. Internal consistency reliability was assessed using composite reliability and Cronbach's alpha, with composite reliability values above 0.70 and Cronbach's alpha values above 0.60 considered acceptable.

Structural model and hypothesis testing

After the measurement model met the required reliability and validity criteria, the structural model was assessed using collinearity (VIF), R^2, f^2, Q^2, and model fit. VIF values below 5.00 indicated no critical collinearity, while R^2 values of 0.75, 0.50, and 0.25 represented strong, moderate, and weak explanatory power, respectively. Effect sizes (f^2) of 0.02, 0.15, and 0.35 were interpreted as small, medium, and large effects, while Q^2 predict above zero indicated predictive relevance. Model fit was evaluated using SRMR, d_ULS, d_G, chi-square, and NFI, with SRMR $\leq$ 0.08 indicating preferred fit and values up to 0.10 considered acceptable, while higher NFI values indicated better fit. Finally, direct hypotheses were tested using bootstrapping and considered supported when the path coefficient was significant at the 5% level based on the p-value and confidence interval.

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RESULTS AND DISCUSSION

Measurement Model Assessment

The measurement model was assessed to evaluate convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated based on outer loading and Average Variance Extracted (AVE), with recommended threshold values of 0.70 and 0.50, respectively (Hair et al., 2019).

The results show that all indicators had outer loading values above 0.70. Product Variety had loading values ranging from 0.734 to 0.836, Price from 0.726 to 0.840, Digital Marketing from 0.889 to 0.905, and Business Success from 0.799 to 0.892. The AVE values were 0.637 for Product Variety, 0.612 for Price, 0.808 for Digital Marketing, and 0.723 for Business Success. Since all loading values exceeded 0.70 and all AVE values exceeded 0.50, the measurement model satisfied the criteria for convergent validity.

Discriminant validity was assessed using the Fornell-Larcker criterion, Heterotrait-Monotrait Ratio (HTMT), and cross-loading values. The Fornell-Larcker results showed that the square root of AVE for each construct was greater than its correlations with the other constructs. The square root of AVE was 0.899 for Digital Marketing, 0.782 for Price, 0.850 for Business Success, and 0.798 for Product Variety. In addition, all HTMT values were below the recommended threshold of 0.90, with the highest value of 0.665 occurring between Price and Product Variety. The cross-loading results also showed that each indicator loaded higher on its respective construct than on the other constructs. These findings confirm that the constructs demonstrate adequate discriminant validity.

Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability. The results showed that Cronbach's Alpha values ranged from 0.793 to 0.941, while Composite Reliability values (rho_c) ranged from 0.863 to 0.955. All values exceeded the recommended threshold of 0.70. Specifically, Cronbach's Alpha was 0.941 for Digital Marketing, 0.793 for Price, 0.872 for Business Success, and 0.809 for Product Variety. These results indicate that all constructs have satisfactory internal consistency and reliability.

The outer Variance Inflation Factor (VIF) was also examined to assess potential collinearity among indicators. All VIF values were below 5, ranging from 1.361 to 3.971. The highest value was observed for DM2 (3.971). Therefore, no serious collinearity problem was identified at the indicator level, and the measurement model was considered adequate for further structural model assessment.

Structural Model Assessment

The structural model was assessed using model fit, coefficient of determination (R^2), predictive relevance (Q^2predict), and effect size (f^2).

The model fit results showed an SRMR value of 0.093 for both the saturated and estimated models. This value is within the generally acceptable range of below 0.10, indicating an acceptable model fit. The NFI value was 0.769, which remains below the commonly suggested value of 0.90. Therefore, the model demonstrates an acceptable level of fit based on SRMR, although the NFI indicates that the model does not reach the ideal fit criterion.

The coefficient of determination showed an R^2 value of 0.362 and an adjusted R^2 value of 0.330 for Business Success. This indicates that Product Variety, Price, and Digital Marketing jointly explain 36.2% of the variance in Business Success, while the remaining 63.8% is explained by other factors outside the research model.

The Q^2predict value for Business Success was 0.243. Since the value is greater than zero, the model demonstrates predictive relevance for the endogenous construct. The RMSE and MAE values were 0.903 and 0.647, respectively. These results indicate that the structural model provides predictive information for Business Success, although the strength of its predictive performance should be interpreted in relation to the corresponding benchmark results.

The effect size (f^2) was used to determine the contribution of each exogenous construct to Business Success. Price had an f^2 value of 0.197, indicating a medium effect. Digital Marketing had an f^2 value of 0.157, also indicating a medium effect. Meanwhile, Product Variety had an f^2 value of 0.000, indicating a negligible effect on Business Success. These findings suggest that Price provides the largest contribution to explaining Business Success, followed by Digital Marketing, whereas Product Variety contributes very little to the structural model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in PLS-SEM to assess the significance and direction of the relationships between the constructs. A relationship was considered statistically significant when the t-statistic exceeded 1.96 or the p-value was below 0.05 (Hair et al., 2019). The direction of the relationship was

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determined by the original sample (O), where a positive coefficient indicates a positive relationship and a negative coefficient indicates a negative relationship.

The results of the bootstrapping analysis are presented in Table 4.

Hypothesis	Relationship	Path Coefficient (β)	T-Statistics	P-Values	Decision
H1	Product Variety → Business Success	-0.005	0.041	0.967	Rejected
H2	Price → Business Success	0.422	3.712	0.000	Supported
H3	Digital Marketing → Business Success	0.337	2.523	0.012	Supported

Source: Processed data, 2026.

The results show that Product Variety has a negative and statistically insignificant effect on Business Success. The path coefficient was -0.005, with a t-statistic of 0.041 and a p-value of 0.967. Since the t-statistic was below 1.96 and the p-value exceeded 0.05, H1 was rejected. This finding indicates that differences in product variety do not significantly contribute to the business success of women's hijab businesses in Lhokseumawe.

In contrast, Price has a positive and statistically significant effect on Business Success. The path coefficient was 0.422, with a t-statistic of 3.712 and a p-value of 0.000. Because the t-statistic exceeded 1.96 and the p-value was below 0.05, H2 was supported. The positive coefficient indicates that more appropriate and competitive pricing is associated with higher levels of business success.

Furthermore, Digital Marketing has a positive and statistically significant effect on Business Success. The path coefficient was 0.337, with a t-statistic of 2.523 and a p-value of 0.012. Therefore, H3 was supported. The positive coefficient indicates that better utilization of digital marketing is associated with higher business success among women's hijab businesses in Lhokseumawe.

Overall, the findings indicate that Price and Digital Marketing are significant determinants of Business Success, while Product Variety does not have a statistically significant effect. Among the three predictors, Price has the largest path coefficient (β = 0.422), followed by Digital Marketing (β = 0.337), whereas the effect of Product Variety is negligible (β = -0.005).

Discussion

The Effect of Product Variety on Business Success

The findings show that Product Variety has a negative and statistically insignificant effect on Business Success among women's hijab businesses in Lhokseumawe. The path coefficient was -0.005, with a t-statistic of 0.041 and a p-value of 0.967. In addition, the f^2 value of 0.000 indicates that Product Variety provides a negligible contribution to Business Success. Therefore, H1 is not supported.

This finding indicates that differences in hijab models, colors, patterns, sizes, and materials are not necessarily the main determinants of business success in the local market. One possible explanation is that hijab products offered by businesses in Lhokseumawe tend to be relatively homogeneous. Similar product types, such as pashmina, square hijabs, and instant hijabs, can be found across competing businesses. Consequently, product variety may no longer provide a strong competitive advantage because consumers can easily find similar alternatives from other sellers.

This result is consistent with Lestari et al. (2024), who found that Product Variety had a positive but statistically insignificant effect on business development among MSMEs. This suggests that product variety alone may not be sufficient to improve business performance when it is not supported by appropriate pricing and marketing strategies.

The finding is also supported by the characteristics of the businesses examined in this study. Most respondents had operated their businesses for more than five years (70.77%), while 43.1% were over 40 years old. This condition suggests that business success may be supported by established customer relationships and repeat purchases rather than by product variety alone. For established businesses, customer trust and loyalty may therefore be more important than continuously adding new product alternatives.

The descriptive results also show that the availability of sufficient product stock (VP4) had the lowest mean score among the Product Variety indicators, at 3.82, with 32% of respondents expressing a neutral response. This indicates that stock availability remains a relative weakness. Nevertheless, the insignificant structural effect suggests that product variety is more likely to function as a basic requirement for competing in the hijab market rather than as a strong driver of business success. Therefore, although entrepreneurs should maintain adequate product variety,

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greater attention should be given to pricing strategies and digital marketing activities that can create stronger competitive advantages.

The Effect of Price on Business Success

The findings demonstrate that Price has a positive and statistically significant effect on Business Success. The path coefficient was 0.422, with a t-statistic of 3.712 and a p-value of 0.000. The f^2 value of 0.197 indicates a medium effect size. Among the three independent variables, Price also has the largest effect size and path coefficient. Therefore, H2 is supported.

The positive relationship indicates that more affordable, appropriate, and competitive pricing is associated with higher levels of business success. This finding suggests that price is an important consideration for women's hijab businesses in Lhokseumawe, particularly because consumers can compare prices among businesses offering similar products.

The result is consistent with Afrianto et al. (2024), who found that Price had a positive and significant effect on business success and represented one of the dominant factors influencing business performance. The finding is also consistent with Kotler and Armstrong (2018), who explain that price represents the value exchanged by consumers to obtain the benefits of a product. Consumers therefore tend to evaluate whether the price paid is appropriate relative to the quality and benefits received.

For women's hijab businesses, appropriate pricing can help attract new customers, retain existing customers, and increase sales volume. Therefore, entrepreneurs should establish prices that are affordable while remaining consistent with product quality and competitive market conditions. Effective pricing strategies can strengthen competitiveness and contribute to sustainable business success.

The Effect of Digital Marketing on Business Success

The findings show that Digital Marketing has a positive and statistically significant effect on Business Success. The path coefficient was 0.337, with a t-statistic of 2.523 and a p-value of 0.012. The f^2 value of 0.157 indicates a medium effect size. Therefore, H3 is supported.

The positive relationship indicates that better utilization of digital marketing is associated with higher levels of business success. Digital marketing enables women's hijab businesses to make their products more accessible to potential customers, interact directly with consumers, provide promotional content, build trust, and communicate product information more effectively. Through platforms such as Instagram, TikTok, Facebook, and WhatsApp, entrepreneurs can reach consumers beyond their immediate physical location.

This finding is consistent with Husaen and Dewita (2025) and Muamar and Andri Riyadi (2024), who found that digital marketing had a positive and significant effect on MSME business success. It is also consistent with Anggraini (2025), who identified digital marketing as an important factor in improving business performance. Furthermore, Waruwu et al. (2022) found that the use of social media platforms such as WhatsApp, Facebook, and Instagram can contribute to increased sales volume among small and medium-sized businesses.

The findings have practical implications for women's hijab entrepreneurs in Lhokseumawe. Digital marketing should not merely be used to display products but should also be managed as an integrated marketing strategy. Entrepreneurs can improve product visibility, maintain active communication with customers, provide accurate product information, and create attractive promotional content. These activities can expand market reach, strengthen customer engagement, and ultimately contribute to sustainable business success.

CONCLUSION

This study examined the effects of Product Variety, Price, and Digital Marketing on Business Success among women's hijab businesses in Lhokseumawe. The findings show that Product Variety has a negative and statistically insignificant effect on Business Success. This indicates that product variety alone is not a determining factor of business success in the local hijab market, where similar product choices are widely available among competing businesses.

Price has a positive and statistically significant effect on Business Success and represents the strongest predictor among the variables examined. This finding indicates that appropriate, affordable, and competitive pricing plays an important role in improving the success of women's hijab businesses. Digital Marketing also has a positive and statistically significant effect on Business Success, indicating that effective use of digital platforms can help businesses expand market reach, interact with customers, and increase sales opportunities.

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Overall, the study concludes that Price and Digital Marketing are important factors in improving the Business Success of women's hijab businesses in Lhokseumawe, whereas Product Variety does not have a significant effect. Therefore, entrepreneurs should prioritize competitive pricing strategies and strengthen their digital marketing activities while maintaining sufficient product variety to meet basic customer needs.

The study contributes empirical evidence regarding the factors associated with the success of women's hijab businesses in the local context of Lhokseumawe. Future research is recommended to examine other factors that may explain Business Success, considering that the structural model explains 36.2% of the variance in Business Success, while the remaining 63.8% is attributable to factors outside the research model.

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