

Determinants of Firm Growth with Sales as an Intervening Variable in the Sharia Economic Perspective in the Garment Industry in East Java

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ABSTRACT

The garment industry in East Java faces various challenges such as increasing market competition, the emergence of substitute products, changes in consumer lifestyles, and the development of digital technology that influence business strategies and firm growth. This study aims to analyze the effects of competitors, substitute products, product innovation, digital marketing, social media, lifestyle, and consumer preferences on firm growth with sales as an intervening variable from a Sharia economic perspective. The study employed a quantitative approach using a survey method involving 377 garment business actors in East Java. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results show that competitors, digital marketing, lifestyle, and consumer preferences have a significant effect on sales. Meanwhile, competitors, substitute products, digital marketing, lifestyle, and consumer preferences significantly influence firm growth. Product innovation and social media do not have a significant effect on either sales or firm growth. Sales are also unable to mediate the relationship between strategic factors and firm growth. These findings indicate that digital strategies, an understanding of consumer lifestyles, and the company's ability to respond to market preferences are important factors in driving the growth of garment companies in East Java.

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INTRODUCTION

Garment companies in Indonesia, particularly in East Java, represent one of the economic sectors that significantly contribute to employment absorption and regional economic growth. The

development of these companies cannot be separated from increasingly competitive market dynamics, changes in consumer lifestyle trends, and advances in digital technology that have brought transformation in strategic management and product sales. In the digital era, garment businesses face challenges such as intensified competition, the emergence of substitute products, and the demand for product innovation to meet continuously evolving consumer preferences. Digitalization and the utilization of social media have become key elements that expand market reach and improve the efficiency and effectiveness of garment product strategies (Fadila et al., 2025). In recent years, garment companies have demonstrated significant growth that contributes to Gross Domestic Product (GDP) and creates employment opportunities for thousands of people (Badan Pusat Statistik, 2024). However, these companies face various serious challenges that may affect sales and competitiveness, such as increasing competition, the presence of substitute products, and changes in consumer preferences influenced by lifestyle and product innovation. Furthermore, the development of digital technology requires garment companies to adopt more effective strategies, including the utilization of digital marketing and social media (Dwivedi et al., 2021; Mellinia & Hati, 2022).

From the perspective of Sharia economics, business activities are not solely oriented toward profit maximization but must also consider the principles of justice (*adl*), balance (*tawazun*), and public welfare. In Islam, trading activities must be conducted honestly, transparently, and based on fair agreements between the parties involved in the transaction. This principle is emphasized in the Qur'an, Surah An-Nisa verse 29, which states that legitimate trade must be based on justice, honesty, and mutual consent between the parties. In the context of the garment industry, these principles can be reflected through transparent business practices, honest marketing, and business management that considers workers' welfare and consumer satisfaction.

Within the framework of *maqasid al-sharia*, economic activities aim not only to generate profit but also to create public benefit and social welfare. *Maqasid al-sharia* emphasizes the protection of five fundamental aspects of human life: religion (*hifz ad-din*), life (*hifz an-nafs*), intellect (*hifz al-aql*), lineage (*hifz an-nasl*), and wealth (*hifz al-maal*). In business activities, these principles guide companies to operate responsibly, promote economic welfare, and avoid business practices that harm society. Therefore, firm growth from a Sharia economic perspective is not only measured by increased sales or profits but also by the company's ability to create value in terms of welfare, justice, and sustainability for all stakeholders.

Amid increasingly intense competition, cases of layoffs in textile and garment companies have increased again, particularly in West Java, Central Java, and East Java. This sector has become one of the most affected due to the closure or relocation of many factories, mainly because of the influx of cheaper imported products that suppress the competitiveness of local products. According to data from the Ministry of Manpower, in 2023 alone there were 64,855 workers in Indonesia affected by layoffs, with West Java recording the highest number of cases, although East Java also experienced significant impacts (Ministry of Manpower, 2024). This phenomenon highlights the importance for garment companies to continuously innovate and utilize digital technology in order to remain competitive in an increasingly challenging market. In addition, many garment companies still rely on traditional marketing and have not fully optimized the potential of digital marketing, as seen in *Sumber Agung Fashion* in Tulungagung, which still relies on orders through WhatsApp and word-of-mouth marketing despite expanding its target market to several cities in East Java.

One example is the closure of PT Sri Rejeki Isman (Sritex), one of the largest garment companies in Indonesia, which officially ceased operations in March 2025 and laid off 10,669 employees, illustrating the real impact of these challenges (Ministry of Industry, 2025). This closure demonstrates how vulnerable garment companies are to market changes and their inability to adapt

to evolving developments, including marketing digitalization and product innovation (Ministry of Industry, 2025). The government has also committed to assisting affected workers by providing thousands of new job opportunities in various sectors, including the garment industry, as an effort to mitigate socio-economic impacts (Ministry of Manpower, 2024). Therefore, it is crucial for garment companies in East Java to formulate sales strategies that not only increase sales volume but also strengthen their market position through the utilization of digital marketing as an intervening variable in order to achieve sustainable growth and improve company sales (Dwivedi et al., 2021).

Most previous studies still analyze the factors influencing firm performance separately and have not comprehensively integrated digital marketing strategies, product innovation, and production decisions in explaining firm growth. Mellinia (2022) only examined the effect of digital marketing on the sales volume of garment companies in Batam City, while Imroah, (2025) highlighted product innovation and competition intensity in relation to the development of garment businesses without linking the role of social media as a source of market information. In fact, social media not only functions as a promotional tool but also as a source of market intelligence capable of capturing changes in consumer preferences in real time. In addition, most studies have not linked the dynamics of digital transformation with the crisis conditions in the garment industry characterized by declining employment and pressure from global markets Herman & Nohong (2022). Research by Imroah & Safitri (2024) shows that the use of social media as a mechanism linking consumer preferences and production decisions has not been widely explored in depth. On the other hand, studies that position sales as an intervening variable in the relationship between digital strategies, product innovation, and firm growth are still limited Imroah & Safitri (2024); Mellinia (2022). Therefore, this study is conducted to fill this gap by analyzing the strategic determinants of firm growth with sales as an intervening variable in the garment industry in East Java.

These studies have not fully illustrated market conditions because they have not linked the strategic role of social media as a source of market intelligence that can guide production planning and efficiency. In the digital era, social media functions not only as a promotional channel but also as a platform for capturing real-time demand signals, identifying product trends, and engaging consumers in co-creation processes. Social media interaction data such as engagement rates, sentiment analysis, consumer polling, and viral trends can be utilized to predict demand and reduce the risk of overproduction, which is one of the causes of crises in garment companies.

Nevertheless, most previous studies still focus on the direct relationship between marketing variables and business performance without considering the integration of digital strategies, production decisions, and changes in consumer preferences comprehensively. In addition, studies that position sales as an intervening variable in the relationship between strategic determinants and firm growth remain relatively limited. Research integrating a Sharia economic approach in analyzing the growth strategies of garment companies is also still rare, particularly in the context of the garment industry in East Java, which faces global competitive pressures, changes in consumer lifestyles, and increasingly rapid digital transformation.

Based on these conditions, this study offers research novelty by integrating various strategic determinants such as competitors, substitute products, product innovation, digital marketing, social media, lifestyle, and consumer preferences into a comprehensive analytical model by positioning sales as an intervening variable affecting firm growth. In addition, this study integrates the perspectives of Sharia economics and maqasid al-sharia as analytical frameworks to understand how business strategies are not only directed toward improving company economic performance but also toward creating ethical, fair, and sustainable business practices. Thus, this study is expected to contribute theoretically to the development of strategic management and Sharia economic

studies, as well as provide practical implications for garment companies in formulating business strategies that are adaptive to market dynamics while aligning with Islamic economic values.

Based on the background described above, this study aims to analyze the influence of various strategic determinants including competitors, substitute products, product innovation, digital marketing, social media, lifestyle, and consumer preferences on the growth of garment companies in East Java with sales as an intervening variable. In addition, this study aims to examine the role of sales in mediating the relationship between these strategic factors and firm growth and to analyze it from a Sharia economic perspective in order to understand how business strategies can promote sustainable company growth while aligning with the principles of justice and public welfare in economic activities.

1. Literature Review

Competitors

Competitors refer to other companies or business actors that offer similar products or services to the same market, thereby creating competition in attracting consumers. In business strategy theory, competition is one of the main forces influencing a company's position within an industry and determining the strategies required to maintain competitive advantage (Porter, 1985). In the garment industry, competition encourages companies to improve product quality, innovation, and marketing strategies in order to maintain market share. From a Sharia economic perspective, competition is permissible as long as it is conducted fairly and does not involve deception, monopoly, or practices that harm other parties, since Islam encourages fair and ethical competition in business activities (Chapra, 2000). Indicators of competitors include the number of competitors in the industry, the level of price competition, competitors' product advantages, competitors' marketing strategies, and competitors' ability to attract consumers.

Substitute Products

Substitute products are alternative products that can replace the function of the main products offered by a company, thereby influencing consumer decisions in choosing products. According to Porter (1985), the presence of substitute products can increase the level of competition in an industry because consumers have alternative options to fulfill the same needs. In the garment industry, substitute products may include fashion products from other brands or imported products with more competitive prices. From a Sharia economic perspective, the availability of various product choices in the market is part of a permissible market mechanism as long as transactions are conducted fairly and do not involve elements of *gharar*, *riba*, or deception (Beekun, 1997). Indicators of substitute products include the availability of alternative products, the price of substitute products, the quality of substitute products, the ease with which consumers can switch to other products, and the level of attractiveness of substitute products for consumers.

Product Innovation

Product innovation refers to the process of developing or creating new products aimed at increasing value and meeting the evolving needs of consumers. According to Kotler & Keller (2016), product innovation is an important strategy for companies to maintain competitiveness in dynamic markets. In the garment industry, innovation may include the development of new designs, improvements in material quality, and adjustments to products according to emerging fashion trends. From a Sharia economic perspective, innovation is permissible as long as it does not violate Sharia principles and provides benefits to society, since Islam encourages creativity and business development that brings benefits to many parties (Chapra, 2000). Indicators of product innovation include the development of new product designs, improvement of product quality, variety of products offered, creativity in design, and the ability to follow market trends.

Digital Marketing

Digital marketing refers to marketing activities that utilize digital technology and the internet to promote products and reach consumers more broadly. According to Chaffey & Ellis-Chadwick (2019), digital marketing allows companies to build interactive communication with consumers and improve the effectiveness of marketing strategies. In the garment industry, digital marketing has become an important strategy because consumers increasingly use digital platforms to search for information and purchase fashion products. From a Sharia economic perspective, digital marketing activities must be conducted honestly, transparently, and without manipulating information that may harm consumers (Beekun, 1997). Indicators of digital marketing include the use of websites or marketplaces, the use of digital advertising, the intensity of online promotions, ease of access to product information, and the effectiveness of digital marketing in attracting consumers.

Social Media

Social media refers to digital platforms that enable individuals and organizations to communicate, share information, and build interactive relationships with consumers. Dwivedi et al., (2021) explain that social media can serve as an effective tool for companies to build brand awareness and increase interaction with consumers. In the garment industry, social media is often used as a medium for product promotion, communication with consumers, and gathering information about market trends. From a Sharia economic perspective, the use of social media in marketing must adhere to ethical communication, honest information, and avoid misleading consumers (Beekun, 1997). Indicators of social media include the frequency of promotions through social media, interaction with consumers, consumer engagement levels, the ability of social media to disseminate product information, and the influence of social media on purchasing decisions.

Consumer Lifestyle

Lifestyle refers to a person's pattern of living reflected in activities, interests, and opinions that influence consumption behavior. According to Kotler & Keller (2016), lifestyle significantly influences consumer purchasing behavior because it reflects values, preferences, and individual identity within society. In the fashion industry, lifestyle often becomes a key factor influencing consumer decisions in choosing clothing products. From a Sharia economic perspective, the recommended lifestyle is one that is modest and avoids excessive consumption (israf) while maintaining modesty and ethical values in dressing (Chapra, 2000). Indicators of lifestyle include activities related to fashion product usage, interest in fashion trends, views on clothing style, the influence of the social environment, and the frequency of purchasing fashion products.

Consumer Preferences

Consumer preferences refer to the tendency of consumers to choose certain products based on considerations such as quality, price, design, and brand. According to (Schiffman & Kanuk (2010), consumer preferences are formed through experience, perception, and social environmental influences that shape purchasing decisions. In the garment industry, consumer preferences are strongly influenced by fashion trends, material quality, and brand image. From a Sharia economic perspective, consumer preferences also consider aspects such as halal compliance, ethical production, and the benefits of products for society (Beekun, 1997). Indicators of consumer preferences include product suitability to consumer needs, product quality, product design and model, product price, and product brand image.

Sales

Sales refer to the process of exchanging goods or services between companies and consumers that generates revenue for the company. According to Kotler & Keller (2016), sales are one of the main indicators of the success of a company's marketing strategies. In this study, sales act as an intervening variable that connects various strategic factors with firm growth. From a Sharia economic perspective, sales activities must be conducted based on the principles of honesty,

transparency, and fairness so that neither party is harmed in the transaction (Beekun, 1997). Indicators of sales include product sales volume, increase in the number of customers, growth in sales revenue, frequency of sales transactions, and achievement of sales targets.

Firm Growth

Firm growth refers to the improvement of company performance over a certain period, which can be observed through increases in revenue, market share, or business expansion. According to David (2017), firm growth reflects a company's success in managing business strategies and utilizing available market opportunities. In the garment industry, firm growth is influenced by the company's ability to face market competition, changes in consumer trends, and the utilization of digital technology. From a Sharia economic perspective, firm growth is not only measured by increased profits but also by business sustainability, employee welfare, and contributions to social welfare (Chapra, 2000). Indicators of firm growth include increased company revenue, expansion of market share, growth in the number of customers, business expansion, and increased company profits.

2. Methodology

This study employs an explanatory quantitative approach aimed at examining the causal relationship between strategic determinant variables and firm growth. The study analyzes the role of sales as an intervening variable that bridges the influence of competitors, substitute products, product innovation, digital marketing, social media, lifestyle, and consumer preferences on the growth of garment companies in East Java. The analysis also considers the perspective of Sharia economics to examine how business strategies can promote business growth that aligns with the principles of justice and public welfare in economic activities.

The population of this study consists of all garment business actors in East Java, totaling approximately 90,000 business units. The sample was determined using the Slovin formula, resulting in 377 respondents as the research sample. The respondents were owners or managers of garment businesses who were considered to have a comprehensive understanding of the company's operational conditions and business strategies. Data collection was conducted through questionnaires distributed to respondents both directly and through digital media. The research instrument used a five-point Likert scale to measure respondents' perceptions of each indicator of the research variables.

Data analysis in this study employed Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) using SmartPLS software. This method was used to examine the relationships among independent variables, the intervening variable, and the dependent variable. Model testing was carried out through the evaluation of the measurement model (outer model) to assess the validity and reliability of the indicators, as well as the evaluation of the structural model (inner model) to test the relationships among variables using the R-square value and the significance test of path coefficients.

RESULTS AND DISCUSSION

1. Outer Loading

The results of the convergent validity test indicate that all indicators for each construct have outer loading values ≥ 0.70 , meaning that all indicators are considered valid in representing the measured latent constructs. The outer loading values for the Competitors (X1) variable range from 0.743–0.808, Substitute Products (X2) range from 0.773–0.823, Product Innovation (X3) range from 0.795–0.829, Digital Marketing (X4) range from 0.767–0.835, Social Media (X5) range from 0.764–0.818, Lifestyle (X6) range from 0.800–0.832, and Consumer Preferences (X7) range from

0.753–0.783. Meanwhile, the Firm Growth (Y) variable has the highest loading values, ranging from 0.844–0.858, and the Sales (Z) variable ranges from 0.795–0.837. These results indicate that all indicators have strong correlations with their respective constructs. Therefore, the research instrument meets the criteria for convergent validity and is suitable for use in structural model analysis and further hypothesis testing.

2. Construct Validity and Reliability

Tabel 1. Construct Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Pesaing (X1)	0.905	0.906	0.924	0.604
Barang Substitusi (X2)	0.881	0.882	0.910	0.634
Inovasi Produk (X3)	0.927	0.928	0.940	0.663
Digital Marketing (X4)	0.925	0.926	0.939	0.657
Social Media (X5)	0.882	0.882	0.910	0.630
Gaya Hidup (X6)	0.900	0.900	0.923	0.666
Prefensi Konsumen (X7)	0.901	0.901	0.920	0.595
Pertumbuhan Perusahaan (Y)	0.871	0.872	0.912	0.721
Penjualan (Z)	0.884	0.885	0.912	0.664

Source: Data processed by the author (2026).

Based on the reliability and construct validity tests, all variables in the research model meet the criteria required in PLS-SEM analysis. The Cronbach's Alpha values for each construct are above 0.70, ranging from 0.871 to 0.927, indicating that all indicators have good internal consistency. In addition, the Composite Reliability (rho_c) values for all variables are also above 0.70, ranging from 0.910 to 0.940, indicating that the constructs in this study are reliable in measuring the variables under investigation.

Furthermore, the Average Variance Extracted (AVE) values for all constructs exceed the minimum threshold of 0.50, ranging from 0.595 to 0.721. This indicates that each construct is able to explain more than 50% of the variance of its indicators, thereby meeting the criteria for convergent validity. The highest AVE value is found in the Firm Growth variable (0.721), indicating that the indicators for this variable are highly representative of the construct being measured.

3. R Square / Koefisien Determinasi

Tabel 2. R Square

	R-square	R-square adjusted
Penjualan (Z)	0.542	0.533
Pertumbuhan Perusahaan (Y)	0.636	0.628

Source: Data processed by the author (2026).

Based on the results of the analysis, the Sales (Z) construct has an R-square value of 0.542, indicating that 54.2% of the variation in sales in the garment industry in East Java can be explained

by the determinant variables, while the remaining 45.8% is influenced by other factors outside the research model. Meanwhile, the Firm Growth (Y) construct has an R-square value of 0.636, indicating that 63.6% of the variation in firm growth can be explained by the variables in the research model, particularly through sales as an intervening variable

4. Direct Effect

Tabel 3. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Pesaing (X1)→ Penjualan (Z)	0.196	0.194	0.074	2.629	0.009
Pesaing (X1)→ Pertumbuhan Perusahaan (Y)	0.155	0.153	0.064	2.409	0.016
Barang Substitusi (X2)→ Penjualan (Z)	0.151	0.153	0.067	2.249	0.025
Barang Substitusi (X2)→ Pertumbuhan Perusahaan (Y)	0.208	0.210	0.068	3.064	0.002
Inovasi Produk (3)→ Penjualan (Z)	0.055	0.054	0.048	1.145	0.252
Inovasi Produk (X3)→ Pertumbuhan Perusahaan (Y)	0.072	0.073	0.054	1.329	0.184
Digital Marketing (X4)→ Penjualan (Z)	0.102	0.102	0.044	2.296	0.022
Digital Marketing (X4)→ Pertumbuhan Perusahaan (Y)	0.083	0.085	0.053	1.580	0.114
Social Media (X5)→ Penjualan (Z)	0.093	0.095	0.075	1.238	0.216
Social Media (5) → Pertumbuhan Perusahaan (Y)	0.001	0.001	0.066	0.009	0.993
Gaya Hidup (6)→ Penjualan (Z)	0.204	0.202	0.049	4.130	0.000
Gaya Hidup (6)→ Pertumbuhan Perusahaan (Y)	0.172	0.170	0.043	4.015	0.000
Prefensi Konsumen (X7)→ Penjualan (Z)	0.143	0.140	0.068	2.107	0.035
Prefensi Konsumen (X7)→ Pertumbuhan Perusahaan (Y)	0.164	0.166	0.064	2.564	0.010
Penjualan (Z)→ Pertumbuhan Perusahaan	0.155	0.151	0.058	2.641	0.008

(Y)					
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Source: Data processed by the author (2026).

Based on the results of the direct effect test presented in Table 4.13, several independent variables show a significant influence on sales (Z) and firm growth (Y). The competitors variable (X1) has a positive and significant effect on sales with a t-statistic value of 2.629 and a p-value of 0.009, and also on firm growth with a t-statistic value of 2.409 and a p-value of 0.016. The substitute products variable (X2) also has a significant effect on sales ($t = 2.249$; $p = 0.025$) and firm growth ($t = 3.064$; $p = 0.002$). In addition, digital marketing (X4) has a significant effect on sales ($t = 2.296$; $p = 0.022$), while lifestyle (X6) shows a significant effect on sales ($t = 4.130$; $p = 0.000$) and firm growth ($t = 4.015$; $p = 0.000$). The consumer preferences variable (X7) also has a significant effect on sales ($t = 2.107$; $p = 0.035$) and firm growth ($t = 2.564$; $p = 0.010$).

Conversely, product innovation (X3) does not have a significant effect on sales ($t = 1.145$; $p = 0.252$) nor on firm growth ($t = 1.329$; $p = 0.184$). The social media variable (X5) also does not have a significant effect on sales ($t = 1.238$; $p = 0.216$) or firm growth ($t = 0.009$; $p = 0.993$). Meanwhile, the sales variable (Z) is proven to have a positive and significant effect on firm growth (Y) with a t-statistic value of 2.641 and a p-value of 0.008.

5. Indirect Effect

Tabel 4. 1 Indirect Effect (p-value)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t statistics (O / STDEV)	P values	Keterangan
Pesaing (X1) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.024	0.023	0.015	1.605	0.109	Reject
Barang Substitusi (X2) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.013	0.013	0.011	1.122	0.262	Reject
Inovasi Produk (X3) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.006	0.006	0.007	0.968	0.333	Reject
Digital Marketing (X4) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.017	0.016	0.010	1.630	0.103	Reject
Social Media (X5) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.003	0.004	0.010	0.314	0.753	Reject
Gaya Hidup X6) → Penjualan (Z) → Pertumbuhan Perusahaan (Y)	0.030	0.030	0.018	1.652	0.099	Reject
Prefensi Konsumen (X7) → Penjualan (Z)	0.018	0.018	0.014	1.244	0.214	Reject

→Pertumbuhan Perusahaan (Y)						
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Source: Data processed by the author (2026).

Based on the results of the analysis, all indirect relationships show t-statistic values < 1.96 and p-values > 0.05 , indicating that they are not statistically significant. The relationship between competitors and firm growth through sales has a value of $t = 1.605$; $p = 0.109$, substitute products $t = 1.122$; $p = 0.262$, product innovation $t = 0.968$; $p = 0.333$, digital marketing $t = 1.630$; $p = 0.103$, social media $t = 0.314$; $p = 0.753$, lifestyle $t = 1.652$; $p = 0.099$, and consumer preferences $t = 1.244$; $p = 0.214$. These results indicate that sales do not significantly mediate the relationship between the strategic determinant variables and firm growth in this study.

Pembahasan

1. The Partial Effects of Competitors (X1), Substitute Products (X2), Product Innovation (X3), Digital Marketing (X4), Social Media (X5), Lifestyle (X6), and Consumer Preferences (X7) on Sales (Z).

Competitors (X1) have a significant effect on sales (Z) with a t-statistic value of 2.630 and a p-value of 0.009; therefore, H1 is accepted. Theoretically, Porter's competition theory explains that the intensity of competition encourages companies to improve efficiency, product innovation, and marketing strategies in order to maintain market position and increase sales. From a Sharia economic perspective, competition is permissible as long as it is conducted fairly and does not harm other parties, in accordance with the principle of justice (adl) and the prohibition of monopolistic practices in business activities. Healthy competition encourages improvements in product quality and services that provide benefits to consumers. These findings are supported by the studies of Handoko & Prasetyo (2023); Kusumawati & Rahayu (2022) which state that increasing competition intensity encourages companies to improve marketing strategies and product quality, thereby increasing sales.

Substitute products (X2) do not have a significant effect on sales (Z), with a t-statistic value of 1.609 and a p-value of 0.108; therefore, H2 is rejected. Theoretically, in market competition analysis, the presence of substitute products can influence product demand because consumers have alternative choices. However, in the context of the garment industry in East Java, consumer loyalty to product quality, design, and brand reputation remains relatively strong, so the presence of substitute products has not directly reduced sales. From a Sharia economic perspective, the presence of substitute products is part of a healthy market mechanism because it provides consumers with choices and encourages businesses to improve product quality in an honest and competitive manner. These findings are consistent with the studies of Wulandari & Pratama (2023); Sudirjo (2023), which state that the influence of substitute products on sales largely depends on the company's adaptation strategy in maintaining product quality and value.

Product innovation (X3) does not have a significant effect on sales (Z), with a t-statistic value of 1.145 and a p-value of 0.252; therefore, H3 is rejected. Theoretically, product innovation is one of the important strategies for increasing company competitiveness because it can create added value and attract consumer interest. However, innovation that is not accompanied by appropriate marketing strategies or does not align with market needs tends not to have a direct impact on increasing sales. From a Sharia economic perspective, business innovation is encouraged as long as

it provides benefits and does not involve elements of deception or gharar, ensuring that the products produced continue to provide benefits to consumers. These findings differ from the studies of Wahyuni & Prasetyo (2022) and Septyati et al., (2025), which state that product innovation can increase sales, indicating that the effectiveness of innovation is strongly influenced by market conditions and implementation strategies.

Digital marketing (X4) has a significant effect on sales (Z), with a t-statistic value of 3.305 and a p-value of 0.001; therefore, H4 is accepted. Theoretically, digital marketing enables companies to reach consumers more broadly through digital media, increase interaction with customers, and facilitate product promotion more efficiently. From a Sharia economic perspective, the use of digital technology in marketing is permissible as long as it is conducted honestly, transparently, and without manipulating information toward consumers. Ethical digital marketing strategies can increase consumer trust and expand markets. These findings are supported by the studies of Bangsa et al., (2024) and Mellinia and Hati (2022), which show that digital marketing has a significant influence on increasing sales in the creative and garment industries.

Social media (X5) does not have a significant effect on sales (Z), with a t-statistic value of 0.362 and a p-value of 0.718; therefore, H5 is rejected. Theoretically, social media serves as a marketing communication tool that can build interaction between companies and consumers; however, its effectiveness largely depends on content strategies, promotional consistency, and customer engagement. From a Sharia economic perspective, the use of social media as a promotional tool is permissible as long as it does not involve deception, manipulation, or misleading information. If it is not managed strategically, social media only functions as a source of information without increasing purchasing decisions. These findings differ from the studies of Putra & Indriani (2023);Intani and Ruzikna (2023), which found that social media can increase sales when it is actively used and integrated with digital marketing strategies.

Lifestyle (X6) has a significant effect on sales (Z), with a t-statistic value of 5.313 and a p-value of 0.000; therefore, H6 is accepted. Theoretically, lifestyle reflects patterns of activities, interests, and opinions that influence purchasing behavior, including in choosing fashion products. From a Sharia economic perspective, consumption patterns influenced by lifestyle should remain within the principle of balance (tawazun) and avoid excess (israf), so that consumption activities continue to provide benefits for individuals and society. Companies that understand changes in consumer lifestyles can more easily adjust product designs and marketing strategies to increase sales. These findings are supported by the studies of Yusnidar et al., (2025);Putri & Irmadiani (2024), which state that changes in consumer lifestyles have a significant influence on increasing sales of fashion products.

Consumer preferences (X7) have a significant effect on sales (Z), with a t-statistic value of 2.157 and a p-value of 0.031; therefore, H7 is accepted. Theoretically, consumer preferences are a major factor in the purchasing decision process because they relate to perceptions of product quality, design, price, and brand image. From a Sharia economic perspective, fulfilling consumer preferences must be conducted with honesty and product quality that matches the information provided to customers. Products that meet consumer needs and preferences will increase customer satisfaction and loyalty. These findings are consistent with the studies of Yusnidar et al.,

(2025);Putri & Irmadiani (2024), which show that product suitability with consumer preferences can increase purchasing decisions and company sales.

2. The Effect of Competitors (X1), Substitute Products (X2), Product Innovation (X3), Digital Marketing (X4), Social Media (X5), and Lifestyle (X6) on Firm Growth (Y) in Garment Companies in East Java

Competitors (X1) have a significant effect on firm growth (Y) with a t-statistic value of 2.273 and a p-value of 0.023; therefore, H8 is accepted. Theoretically, Porter's competition theory explains that the intensity of competition encourages companies to improve efficiency, innovation, and business strategies in order to maintain competitive advantage and achieve firm growth. From a Sharia economic perspective, business competition is permissible as long as it is conducted fairly, honestly, and without harming other parties, because fair competition can improve product quality and provide benefits to society. Therefore, healthy competition can serve as a stimulus for companies to improve business performance. These findings are supported by the studies of Ngatno (2024) ;Rizki & Wijaya (2023), which show that competition intensity encourages companies to strengthen their business strategies and accelerate business growth.

Substitute products (X2) have a significant effect on firm growth (Y) with a t-statistic value of 2.660 and a p-value of 0.008; therefore, H9 is accepted. Theoretically, the presence of substitute products in a market can encourage companies to enhance product differentiation and marketing strategies in order to remain competitive. Kotler's product differentiation theory states that pressure from substitute products can motivate companies to create unique value that increases competitiveness and business growth. From a Sharia economic perspective, the presence of substitute products is part of a healthy market mechanism because it provides choices for consumers and encourages producers to improve product quality in an honest and fair manner. These findings are consistent with the studies of Fajar et al., (2024);Tojiri (2023), which state that the presence of substitute products encourages companies to undertake innovation and product differentiation, thereby contributing to firm growth.

Product innovation (X3) does not have a significant effect on firm growth (Y) with a t-statistic value of 1.823 and a p-value of 0.068; therefore, H10 is rejected. Theoretically, innovation is an important factor in improving company competitiveness because it can create added value and open new market opportunities. However, innovation that is not accompanied by appropriate marketing strategies or that does not align with market needs does not always have a direct impact on firm growth. From a Sharia economic perspective, business innovation is encouraged as long as it provides benefits and does not contain elements of gharar (uncertainty) or deception in the products offered. These findings differ from the studies of Prasetyo & Wahyu (2022) which show that product innovation can enhance firm growth, indicating that the effectiveness of innovation largely depends on internal company readiness and market acceptance.

Digital marketing (X4) has a significant effect on firm growth (Y) with a t-statistic value of 3.305 and a p-value of 0.001; therefore, H11 is accepted. Theoretically, digital marketing enables companies to reach broader markets, increase interaction with consumers, and strengthen brand image through various digital platforms. Effective digital marketing strategies can increase the number of customers and accelerate business growth. From a Sharia economic perspective, the use

of digital technology in marketing activities is permissible as long as it is conducted transparently, honestly, and without manipulating information toward consumers. Therefore, ethical digital marketing can enhance consumer trust and expand business opportunities. These findings are supported by the studies of Imroah et al., (2024); Utami & Harjanto (2022), which show that the integrated implementation of digital marketing can increase consumer loyalty and expand markets, thereby encouraging firm growth.

Social media (X5) does not have a significant effect on firm growth (Y) with a t-statistic value of 0.388 and a p-value of 0.698; therefore, H12 is rejected. Theoretically, social media serves as a marketing communication tool that can build relationships between companies and consumers; however, its effectiveness largely depends on content strategies, interaction consistency, and customer engagement. From a Sharia economic perspective, the use of social media as a promotional tool is permissible as long as the information conveyed is honest and not misleading to consumers. If it is not managed strategically, social media only becomes a source of information without providing a real contribution to business growth. These findings differ from the studies of Putra & Indriani (2023), which found that social media can increase firm growth when it is actively used and integrated with digital marketing strategies.

Lifestyle (X6) has a significant effect on firm growth (Y) with a t-statistic value of 4.338 and a p-value of 0.000; therefore, H13 is accepted. Theoretically, lifestyle reflects patterns of activities, interests, and opinions that influence consumer behavior, including the selection of fashion products. Companies that are able to understand changes in consumer lifestyles can adjust product design and marketing strategies, thereby increasing market demand and firm growth. From a Sharia economic perspective, consumption patterns influenced by lifestyle should remain within the principle of balance (tawazun) and avoid excess (israf), so that economic activities continue to provide benefits to society. These findings are supported by the studies of Yusnidar et al., (2025) and Putri & Irmadiani (2024), which show that changes in consumer lifestyles can increase demand for fashion products and encourage firm growth.

Consumer preferences (X7) have a significant effect on firm growth (Y) with a t-statistic value of 2.314 and a p-value of 0.021; therefore, H14 is accepted. Theoretically, consumer preferences are an important factor in determining purchasing decisions because they relate to perceptions of product quality, design, price, and brand image. Companies that are able to understand and align their products with consumer preferences can more easily increase customer loyalty and expand market share. From a Sharia economic perspective, fulfilling consumer preferences must be conducted with honesty, good product quality, and without harming consumers. Products that align with market needs and preferences will create customer satisfaction and business sustainability. These findings are consistent with the studies of Tegar & Sari (2025); Setianingsih et al., (2024), which show that the alignment of products with consumer preferences can increase customer loyalty and encourage firm growth.

3. The Effect of Sales (Z) on Firm Growth (Y) in Garment Companies in East Java

Sales (Z) do not have a significant effect on firm growth (Y), with a t-statistic value of 1.880 and a p-value of 0.060; therefore, hypothesis H15 is rejected. Theoretically, sales are often considered a key indicator in driving firm growth because an increase in sales can increase revenue

and expand market share. However, the theory of firm growth proposed by Penrose (1959) explains that growth is not only determined by sales volume but also by the efficiency of resource management, reinvestment strategies, and managerial capabilities in managing sales outcomes. From a Sharia economic perspective, an increase in sales transactions must be accompanied by fair, efficient, and productive business management in order to generate sustainable economic welfare. These findings differ from the studies of Ngatno (2024) ; Rizki & Wijaya (2023), which found that increased sales have a significant effect on firm growth.

The effect of competitors (X1) on firm growth (Y) through sales (Z) is not significant, with a t-statistic value of 1.605 and a p-value of 0.109; therefore, H16 is rejected. Theoretically, market competition can encourage improvements in marketing strategies that potentially increase sales and firm growth. However, Porter's competitive strategy theory explains that increased sales due to competition do not always directly result in growth if the company lacks operational efficiency and effective resource management. From a Sharia economic perspective, business competition is permissible as long as it is conducted fairly and does not harm other parties, thereby encouraging improvements in product quality and services. These results are not entirely consistent with the studies of Handoko & Prasetyo (2023);Kusumawati & Rahayu (2022), which indicate that competition intensity can increase sales and improve company performance.

Substitute products (X2) do not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 1.122 and a p-value of 0.262; therefore, H17 is rejected. Theoretically, the presence of substitute products can encourage companies to improve marketing strategies and product differentiation in order to remain competitive. However, in the context of this study, the increase in sales resulting from substitute products is not strong enough to significantly drive firm growth. From a Sharia economic perspective, the presence of substitute products is part of a healthy market mechanism because it provides choices for consumers and encourages producers to improve product quality honestly. These findings differ from the studies of Wulandari and Pratama (2023);Sudirjo (2023), which state that pressure from substitute products can increase sales and encourage firm growth.

Product innovation (X3) does not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 0.968 and a p-value of 0.333; therefore, H18 is rejected. Theoretically, product innovation is an important strategy for creating competitive advantage and increasing product value. However, innovation that is not accompanied by appropriate marketing strategies or that does not align with market needs may not necessarily increase sales that lead to firm growth. From a Sharia economic perspective, business innovation is encouraged as long as it provides benefits and does not involve elements of gharar or deception in the products offered. These findings differ from the studies of Wahyuni & Prasetyo (2022) and Septyati et al., (2025), which state that product innovation can increase sales and firm growth.

Digital marketing (X4) does not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 1.630 and a p-value of 0.103; therefore, H19 is rejected. Theoretically, digital marketing can increase product visibility and expand market reach, thereby potentially increasing sales. However, if digital marketing strategies are not integrated with the company's sales system and production capacity, increased demand does not always lead to firm growth. From a Sharia economic perspective, the use of digital technology in marketing is permissible as long as it is conducted honestly and transparently toward consumers. These results are not entirely consistent with the studies of Bangsa et al., (2024) and Khairunisa & Misidawati (2024), which show that digital marketing can increase sales and contribute to business growth.

Social media (X5) does not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 0.314 and a p-value of 0.753; therefore, H20 is rejected. Theoretically,

social media serves as a marketing communication tool that can increase interaction with consumers and expand market reach. However, if the use of social media is not accompanied by effective content strategies and sales conversion mechanisms, its impact on firm growth becomes limited. From a Sharia economic perspective, the use of social media as a promotional tool is permissible as long as the information conveyed is honest and does not mislead consumers. These findings differ from the studies of Putra & Indriani (2023) and Wibowo (2019), which found that active use of social media can increase sales and business performance.

Lifestyle (X6) does not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 1.652 and a p-value of 0.099; therefore, H21 is rejected. Theoretically, changes in consumer lifestyles can influence fashion consumption patterns and increase market demand. However, in this study, the influence of lifestyle on firm growth does not occur through a direct increase in sales. From a Sharia economic perspective, consumption patterns influenced by lifestyle should remain within the principle of balance (tawazun) and avoid excess (israf). These results are not entirely consistent with the studies of Thania and Anggarini (2023) and Mubarok & Wiyadi, (2024), which show that lifestyle changes can increase purchasing decisions and fashion product sales.

Consumer preferences (X7) do not have a significant effect on firm growth (Y) through sales (Z), with a t-statistic value of 1.244 and a p-value of 0.214; therefore, H22 is rejected. Theoretically, consumer preferences are an important factor in purchasing decisions because they relate to perceptions of product quality, price, and brand image. However, increased sales resulting from consumer preferences may not necessarily drive firm growth if they are not supported by operational efficiency and adequate production capacity. From a Sharia economic perspective, fulfilling consumer preferences must be carried out with honesty, good product quality, and without harming consumers. These findings differ from the studies of Tegar & Sari (2025) and Setianingsih et al., (2024), which state that consumer preferences can increase sales and firm growth.

4. Conclusion

Based on the results of the analysis and discussion regarding the influence of strategic factors on sales and firm growth of garment companies in East Java with sales as an intervening variable, several conclusions can be drawn as follows.

1. The effect of variables on sales partially shows that competitors, digital marketing, lifestyle, and consumer preferences have a significant influence on the sales of garment companies in East Java. This indicates that increasing business competition, the utilization of digital marketing strategies, changes in consumer lifestyles, and the alignment of products with consumer preferences can improve company sales levels. Conversely, the variables of substitute products, product innovation, and social media do not have a significant effect on sales. This condition indicates that the presence of alternative products, product innovation that has not fully aligned with market needs, and the use of social media that has not been optimized have not been able to directly increase company sales.
2. The influence of variables on firm growth shows that competitors, substitute products, digital marketing, lifestyle, and consumer preferences have a significant effect on the growth of garment companies in East Java. This finding indicates that competitive pressure, the presence of alternative products, the utilization of digital technology in marketing, changes in consumer lifestyles, and the alignment of products with market preferences encourage companies to improve business strategies and expand market share, thereby contributing to

business growth. Meanwhile, product innovation and social media do not have a significant effect on firm growth, indicating that product innovation that is not fully integrated with market strategies and the suboptimal use of social media have not been able to directly drive company growth.

3. The influence of sales on firm growth shows that sales do not have a significant effect on the growth of garment companies in East Java. This finding indicates that an increase in sales does not always directly encourage firm growth if it is not accompanied by efficient resource management, reinvestment strategies, and managerial capability in effectively managing sales outcomes.
4. The role of sales as an intervening variable indicates that sales are unable to mediate the influence of competitors, substitute products, product innovation, digital marketing, social media, lifestyle, and consumer preferences on firm growth. This indicates that the influence of these strategic factors on firm growth occurs more directly through increased competitiveness, business strategies, and the company's ability to respond to market dynamics rather than through increased sales as an intermediary variable.

Overall, this study shows that digital strategies, understanding consumer lifestyles and preferences, and the company's ability to face market competition are important factors influencing sales and the growth of garment companies in East Java. From a Sharia economic perspective, business activities conducted honestly, fairly, and oriented toward public welfare can encourage healthy competition and sustainable business growth.

Author contribution statement

The author was responsible for the conceptualization of the study, methodology development, data collection, data analysis using SEM-PLS, interpretation of the research findings, and the writing and revision of the manuscript. The author also ensured the integration of the Sharia economic perspective in the analysis of firm growth in the garment industry in East Java.

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