



Product Completeness and Customer Satisfaction in Pesantren-Based Retail Enterprises

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Article Info

Article history:

Received: Jun 22, 2025

Revised: Jul 21, 2025

Accepted: Oct 12, 2026

Keywords:

Product Completeness;
Customer Satisfaction;
Maslahah;
Pesantren-Based Retail.

ABSTRACT

Despite the growing body of research on customer satisfaction in retail, there remains a significant research gap in understanding how product assortment completeness contributes not only to customer satisfaction but also to consumer welfare (maslahah), particularly within pesantren-based retail enterprises, as well as inconsistencies in prior findings regarding its influence across different retail contexts. This study examined the influence of product assortment completeness on customer satisfaction and its contribution to consumer welfare (maslahah) in pesantren-based retail enterprises. The research aimed to analyze customer perceptions of product completeness, evaluate its role in supporting consumer benefits from an Islamic economic perspective, and measure its effect on overall customer satisfaction. This study employed a quantitative associative approach using survey data collected from 60 customers of the Mrican Tuban Department Store through accidental sampling. Data were analyzed using simple linear regression techniques. The findings indicated that product completeness was perceived at a moderate to good level, particularly in terms of product variety and stock availability. The regression results demonstrated that product completeness had a positive and statistically significant effect on customer satisfaction, with a coefficient of determination (R^2) of 0.316. These results suggested that product completeness enhanced shopping convenience, reduced consumer effort, and supported the practical implementation of maslahah principles in retail management. Overall, the study confirmed that product completeness represented a strategic factor in improving customer satisfaction and strengthening the performance of pesantren-based retail enterprises. Accordingly, this study offers a novel contribution by developing an integrative framework that simultaneously links product completeness, customer satisfaction, and maslahah, thereby extending conventional retail theory into the context of Islamic economic values within pesantren-based retail enterprises.

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1. INTRODUCTION

Despite extensive research on customer satisfaction and retail performance, a clearly identifiable research gap remains, namely the absence of empirical studies that explicitly integrate product assortment completeness with consumer welfare (maslahah) within pesantren-based retail enterprises, as well as the lack of a consistent theoretical explanation regarding its effect on customer satisfaction across different retail contexts. In addition, prior studies have predominantly focused on conventional retail settings, leaving pesantren-based retail enterprises underexplored as a distinct institutional and socio-economic context.

The retail industry in Indonesia has experienced substantial growth in recent years, accompanied by increasing competition between modern and traditional retail formats (Chernev & Hamilton, 2009). Contemporary consumers have placed greater emphasis on shopping convenience, time efficiency, and the ability to obtain diverse products in a single retail location (Heerde & Dekimpe, 2024). Under these conditions, product completeness has emerged as an important factor influencing purchasing decisions and customer satisfaction, as it directly affects consumers' ability to fulfill their needs efficiently (Puspitasari & Nurmaning, 2024). Retailers that fail to maintain adequate product variety and availability risk losing customers to competitors perceived as more reliable and efficient (Syakiroh et al., 2024), (Bisnis et al., 2024). Conceptually, product completeness cannot be separated from inventory management as its operational derivative. Effective inventory management ensures stock availability, minimizes stockouts, and maintains consistency of product assortment over time. Without proper inventory control, product completeness becomes unsustainable, leading to disruptions in product continuity and weakening the perceived reliability of retail services. Therefore, inventory management serves as a critical mechanism in translating the concept of product completeness into actual service performance that enhances customer satisfaction.

Contemporary consumers no longer focus solely on price considerations; they also expect convenience, time efficiency, and the ability to obtain a wide range of products within a single retail outlet. Under these conditions, product completeness plays a vital role in shaping purchasing behavior and customer satisfaction (Lazuardi et al., 2025). Retail units affiliated with pesantren are expected not only to generate economic value but also to support social and ethical objectives rooted in Islamic values. However, limitations in inventory management, supply consistency, and product assortment planning may reduce shopping convenience and negatively influence customer satisfaction. Preliminary observations at the Mrican Tuban Department Store indicated that several product categories were not consistently available during certain periods, potentially increasing consumer effort and reducing overall shopping efficiency (Fauzi, 2024).

Despite its recognized importance, maintaining consistent product completeness remains a challenge for many retail businesses, particularly small- and medium-scale enterprises operating within community-based and pesantren-based economic systems (Mantrala et al., 2009). Previous studies have reported inconsistent findings: some indicate a strong positive relationship between product completeness and customer satisfaction, while others suggest that its effect becomes insignificant when mediated by factors such as price, service quality, or store atmosphere. Preliminary observations at the Mrican Tuban Department Store indicate that certain product categories are not consistently available, especially during specific periods. This situation may negatively affect shopping convenience and diminish customer satisfaction, encouraging consumers to switch to other retail alternatives. These conditions further reinforce the urgency of addressing the identified research gap through empirical investigation. (Fauziah & Kusumawati, 2023).

From a managerial standpoint, resolving this issue necessitates a comprehensive understanding of customer perceptions of product availability and the degree to which product completeness enhances perceived value. Accordingly, this study adopts a quantitative associative research design to analyze the relationship between product completeness and customer satisfaction. The empirical findings are expected to provide practical insights for retail managers in formulating more effective product assortment policies and enhancing overall operational performance (Bayu & Broto, 2025).

The primary objective of this study is to examine the influence of product completeness on customer satisfaction at the Mrican Tuban Department Store. In addition, the research aims to assess the role of product completeness in supporting consumer welfare (maslahah) from an Islamic economic perspective, particularly within pesantren-based retail enterprises. What has not been empirically tested before is the simultaneous integration of product completeness, customer satisfaction, and maslahah within a single analytical framework in the context of pesantren-based retail. (Yuman Firmasnyah et al., 2024).

This study is theoretically anchored in consumer behavior and retail marketing frameworks, which explain that customer satisfaction emerges when actual service performance corresponds with or surpasses customer expectations. Product completeness represents an essential dimension of retail service quality, as it influences shopping convenience, efficiency, and consumers' perceptions of store reliability. In addition, Islamic economic principles, particularly maslahah, emphasize the importance of maximizing benefits while minimizing difficulties for consumers. (Mubarok & Muslikhun, 2025).

This research is intended to provide both theoretical and practical contributions. From a theoretical perspective, the study expands the body of knowledge in retail management by offering empirical insights into the linkage between product assortment completeness and customer satisfaction in the context of pesantren-based retail enterprises. From a practical standpoint, the results are expected to inform retail practitioners and decision-makers in optimizing product assortment strategies to improve customer satisfaction.

Ultimately, the novelty of this study lies in the development of an integrative model that bridges retail marketing concepts with Islamic economic principles, particularly maslahah, while explicitly positioning inventory management as a key operational mechanism in ensuring product completeness and achieving consumer welfare within the unique institutional setting of pesantren-based retail enterprises.

2. RESEARCH METHOD

The his study employed a quantitative approach with an associative research design to examine the relationship between product completeness and customer satisfaction. The direction of causality was theoretically determined based on consumer behavior and retail marketing frameworks, which consistently position service attributes as antecedents influencing post-purchase evaluations. In this context, product completeness is conceptualized as a retail service attribute that precedes and shapes customer perceptions, thereby affecting satisfaction outcomes. Accordingly, product completeness was specified as the independent variable (X), while customer satisfaction was treated as the dependent variable (Y), in line with established empirical and theoretical models (Keller et al., 2022) A quantitative design was selected to enable objective measurement, hypothesis testing, and statistical inference.

The research was conducted at the Mrican Tuban Department Store, a pesantren-based retail enterprise located in Tuban, East Java, Indonesia. Data collection was carried out over a two-month period, from December 2025 to January 2026, following a systematic sequence of research stages, including problem identification, literature review, instrument development, data collection, data analysis, and interpretation (Nuraini, 2022)

The population consisted of all consumers who made purchases during the research period. Due to the absence of a fixed customer database and fluctuating daily visitor numbers, a non-probability sampling technique specifically accidental sampling was employed. Respondents were selected based on their availability and willingness to participate at the research location. (Keller et al., 2022) A total of 60 respondents were included in the sample. This sample size meets the minimum requirement for regression analysis ($n \geq 30$) and satisfies Green's (1991) rule of thumb ($n \geq 50 + 8m$), where the minimum required sample size for one predictor is 58. Thus, the sample is considered statistically adequate. Although a formal statistical power analysis was not conducted, the sample size is sufficient to detect moderate effect sizes (power ≈ 0.70 – 0.80) in simple regression models, as supported by similar studies in retail research. Nevertheless, the absence of a formal power calculation should be acknowledged as a methodological limitation.

The operationalization of variables was defined explicitly to ensure construct clarity. Product completeness (X) is defined as the extent to which a retail outlet provides a diverse, available, and consistently maintained product assortment that meets customer needs. This variable was measured using five indicators: (1) breadth of product variety, (2) stock availability, (3) availability of substitute products, (4) suitability to customer needs, and (5) consistency of product availability. Customer satisfaction (Y) is defined as the overall evaluative response of consumers based on their shopping experience relative to expectations. It was measured using five indicators: (1) ease of obtaining products, (2) fulfillment of expectations, (3) overall shopping experience, (4) intention to repurchase, and (5) willingness to recommend the store (Hong & Brahmana, 2024). All indicators were operationalized into multiple questionnaire items using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Hong & Brahmana, 2024).

Primary data were collected using structured questionnaires administered directly to respondents. Given the use of a single data source and self-reported measures, the potential for common method bias (CMB) was carefully addressed. Procedural remedies included ensuring respondent anonymity, minimizing item ambiguity, and separating measurement constructs within the questionnaire design. In addition, Harman's single-factor test was conducted, and the results indicated that no single factor accounted for the majority of variance (<50%), suggesting that CMB was not a serious concern. However, the possibility of residual bias cannot be entirely eliminated.

Prior to hypothesis testing, the measurement instrument was evaluated for validity and reliability. The validity test using Pearson Product Moment correlation indicated that all item correlation coefficients exceeded the acceptable threshold ($r > 0.30$), confirming construct validity. Reliability testing using Cronbach's Alpha produced coefficients above 0.70 for both variables, indicating satisfactory internal consistency and reliability of the instrument (Yasa & Setini, 2025).

Data analysis was conducted using SPSS version 26. Descriptive statistics were used to summarize respondent characteristics and response distributions. Classical assumption tests including normality, linearity, and heteroscedasticity were performed to ensure the adequacy of the regression model. Hypothesis testing was conducted using simple linear regression analysis with the model specified as $Y = a + bX$. The significance of the relationship was assessed using a t-test at a 5% significance level ($\alpha = 0.05$), while the coefficient of determination (R^2) was used to evaluate the explanatory power of the model. An F-test was also conducted to assess overall model fit (Bayu & Broto, 2025).

Despite the methodological rigor, several limitations related to sampling and generalizability must be acknowledged within the methodological framework. The use of accidental sampling limits the representativeness of the sample and introduces potential selection bias. As a result, the findings cannot be generalized to all pesantren-based retail enterprises. Furthermore, the characteristics of consumers in Tuban such as demographic profile, purchasing behavior, and socio-cultural background may not fully represent consumers in other regions or retail contexts. Therefore, the external validity of the study remains limited, and future research is recommended to employ probability sampling techniques, larger sample sizes, and multi-site designs to enhance generalizability.

3. RESULTS AND DISCUSSIONS

3.1 Marketing Concepts and Consumer Behavior

. Retail marketing can be understood as an integrated process aimed at delivering value that satisfies consumer needs while sustaining long-term relationships (Al Farisi et al., 2025). The descriptive analysis indicated that product completeness at the Mrican Tuban Department Store was perceived at a moderate to good level. Respondents highlighted product variety and stock availability as the most positively evaluated aspects, while consistency of availability during peak periods remained an area requiring improvement. These findings align with retail marketing theory, which emphasizes the role of product assortment in enhancing shopping efficiency and convenience (Baumann et al., 2025). Consequently, product completeness plays a pivotal role in shaping consumers' perceptions of value and enhancing the credibility and reliability of the retail outlet (Mubarok & Muslikhun, 2025).

Consumer behavior theory posits that purchasing decisions are shaped by perceptions developed throughout the stages of information seeking, alternative evaluation, purchase, and post-purchase experience. Within this decision-making sequence, product completeness holds a strategic role, as it influences shopping convenience and lowers the effort required by consumers to satisfy their (John, 2024) needs (Heerde & Dekimpe, 2024). Retail customers generally favor stores that provide a broad and complete range of products because such availability reduces the necessity to shop at multiple locations and improves overall efficiency. As a result, retailers that consistently ensure product availability are more likely to encourage repeat purchasing behavior and foster long-term customer loyalty. (Hong & Brahmana, 2024)

The descriptive findings indicate that product completeness at the Mrican Tuban Department Store is perceived at a moderate to good level. Product variety and stock availability were rated positively, while consistency during peak periods remains a challenge.

From a consumer behavior perspective, this finding confirms that product availability directly descriptive confirmation by highlighting that inconsistent availability weakens perceived reliability, which may disrupt post-purchase satisfaction formation. This nuance is often overlooked in prior studies that treat product completeness as a static variable

3.2 Retail Concept and Product Completeness

Retail can be defined as business operations that involve the sale of goods directly to end consumers for personal or household consumption (Pratama & Sanjaya, 2021). In addition to sales transactions, retail activities encompass the management of product assortments, the provision of services, and the arrangement of the store environment, all of which are designed to enhance customer convenience and satisfaction. Retail activities encompass not only selling goods but also managing assortment strategies and ensuring product availability (Blut et al., 2018)

Product completeness refers to the degree to which a retail outlet offers a diverse and consistently available assortment of products. This concept includes several dimensions, such as the breadth and depth of product variety, adequacy of stock levels, availability of substitute items, and the regularity of product replenishment. From the standpoint of retail management, product completeness serves as a strategic element that influences consumer perceptions of service quality and store dependability. An effectively managed product assortment facilitates shopping convenience and contributes positively to customer satisfaction. (Apriyani et al., 2024)

Critically, the findings suggest that product completeness is not merely about variety, but about consistency over time. This reinforces the importance of inventory management as a dynamic capability rather than a static operational function. Compared with previous studies. (Ikhwan & Kartin Aprianti, 2023) In the context of the Mrican Tuban Department Store, higher product completeness increases the likelihood of customer satisfaction and repeat visits, supporting previous findings that link product availability with customer retention.

3.3 Customer Satisfaction Concept

Shopping experience. This supports the expectation-disconfirmation theory (Yuwono, 2024). Satisfaction is achieved when the performance of products or services aligns with or surpasses these expectations, whereas dissatisfaction arises when perceived performance fails to meet anticipated standards (Chandra & Fitriyanto, 2024). Within the retail context, customer satisfaction serves as a vital indicator of organizational effectiveness, as it strongly affects repeat purchasing behavior, positive word-of-mouth, and the long-term sustainability of the business. (Sahombu et al., 2025)

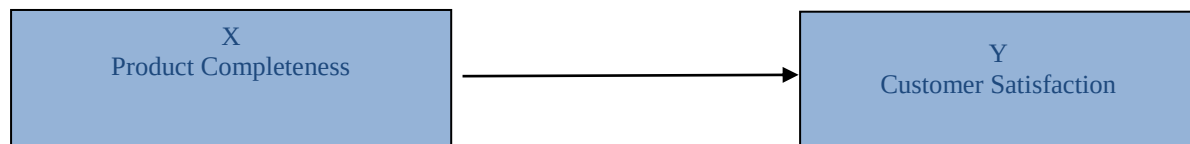
Customer satisfaction is influenced by various interrelated factors, such as the availability of products, accessibility, store convenience, reliability of services, and interactions with store personnel (Mantrala et al., 2009). In the present study, greater attention is given to product availability because it represents a tangible indicator of the level of product completeness perceived

by consumers. Previous studies indicate that customer satisfaction tends to increase when products needed by consumers are consistently available, as this condition supports smooth, efficient, and uninterrupted shopping activities.(Seriana Seriana et al., 2024)

However, unlike prior studies that emphasize service quality or pricing as dominant drivers (Chandra & Fitriyanto, 2024), this research demonstrates that availability-related convenience can independently drive satisfaction, especially in community-based retail settings. This finding suggests a contextual shift where operational reliability becomes more critical than traditional marketing variables.

3.4 Relationship between Product Completeness and Customer Satisfaction

The relationship between product completeness and customer satisfaction can be theoretically explained through customer value theory, which posits that satisfaction emerges when the perceived benefits outweigh the costs and efforts incurred by consumers (Satisfaction, 2024). A more comprehensive product assortment enables consumers to fulfill their needs efficiently, thereby enhancing perceived value and overall satisfaction (Korthavat & Pathom, 2025). Theoretically, the relationship between the two variables can be described as follows.



Product Completeness (X) → Fulfillment of Needs → Positive Perception → Customer Satisfaction (Y)

This association is consistent with customer value theory, which explains that customer satisfaction is achieved when the benefits obtained outweigh the costs and efforts incurred by consumers. (Philip Katler, 2025). Product completeness provides several advantages for shoppers, such as saving time during the purchasing process, minimizing the risk of product unavailability, strengthening trust in the retailer, and enhancing the overall shopping experience. Therefore, a higher level of product completeness is expected to have a positive effect on customer satisfaction across different retail settings

The relationship between product completeness and customer satisfaction is supported by customer value theory, where perceived benefits outweigh effort and cost.

Conceptually, the relationship can be explained as: Product Completeness → Reduced Effort → Perceived Convenience → Customer Satisfaction

This study contributes theoretically by refining this pathway through the inclusion of efficiency and effort reduction as mediating mechanisms, which are rarely explicitly tested in previous research.

However, unlike prior studies that predominantly conceptualize product completeness in terms of product variety alone, this study provides a more refined perspective by emphasizing efficiency and effort reduction as key underlying mechanisms. In this regard, the relationship can be more accurately represented as:

Product Completeness (X) → Reduced Effort → Perceived Convenience → Customer Satisfaction (Y)

This refinement extends previous findings. For example, earlier studies (e.g., Seriana et al., 2024; Bayu & Broto, 2025) confirm the positive effect of product availability on satisfaction, yet they do not explicitly explain how this relationship occurs. In contrast, this study highlights that the reduction of consumer effort and increased shopping efficiency serve as mediating mechanisms, thereby offering a clearer causal pathway.

Furthermore, this study challenges conventional retail assumptions that emphasize price and service quality as dominant drivers (Lazuardi et al., 2025). The findings suggest that, particularly in

pesantren-based retail contexts, functional aspects such as product availability and reliability may play a more central role in shaping satisfaction. This indicates a contextual shift in which operational reliability becomes more influential than experiential factors.

From an Islamic economic perspective, this relationship also reflects the concept of *maslahah*, where reducing consumer difficulty and improving accessibility contribute to consumer welfare. Thus, product completeness in pesantren-based retail is not merely a commercial strategy but also an ethical mechanism aligned with Islamic values.

3.5 Data Findings and Discussion

The regression analysis indicates that product completeness has a positive and statistically significant effect on customer satisfaction ($B = 0.496$; $t = 5.179$; $p < 0.05$), confirming that improved product availability contributes to higher levels of customer satisfaction. The model is also statistically valid ($F = 26.820$; $p < 0.05$).

Comparative Analysis with Previous Studies, These findings are consistent with prior studies (e.g., Seriana et al., 2024; Bayu & Broto, 2025), which report a positive relationship between product availability and customer satisfaction. However, an important distinction emerges when compared to studies that incorporate multiple determinants such as service quality, pricing, and store atmosphere (Lazuardi et al., 2025).

While previous research often reports stronger explanatory power due to multi-variable models, this study deliberately adopts a single-variable approach to isolate the specific contribution of product completeness. As a result, this study provides clearer evidence that: product completeness has a direct and independent effect, but its influence remains partial within a broader satisfaction framework.

This suggests that earlier studies may overestimate the dominance of product-related variables when not isolating their independent effect. The coefficient of determination ($R^2 = 0.316$) indicates that product completeness explains 31.6% of the variance in customer satisfaction, while 68.4% is influenced by other variables outside the model.

Rather than being interpreted merely as a “moderate” value, this finding should be critically understood as evidence that: customer satisfaction is inherently multidimensional and cannot be adequately explained by a single predictor. Compared to prior studies reporting higher R^2 values, the relatively lower explanatory power in this study is methodologically justified due to the parsimonious model specification. Therefore, this result highlights the importance of developing integrated models that incorporate additional variables such as service quality, price perception, and store environment.

To provide a clearer statistical basis for the findings, the results of the simple linear regression analysis are presented in Table 1.

Table 1 Results of Simple Linear Regression: Effect of Product Completeness on Customer Satisfaction

Variable	Coefficient (B)	t-value	Sig.	Interpretation
Constant	10.947	–	–	Baseline level of customer satisfaction
Product Completeness (X)	0.496	5.179	0.000	Positive and significant effect on customer satisfaction

As shown in Table 1, product completeness has a positive and statistically significant effect on customer satisfaction. Rather than merely confirming significance, this result highlights that

product availability serves as a direct operational driver of satisfaction. However, compared to previous multi-variable studies, the magnitude of this effect should be interpreted as partial rather than dominant. To assess the robustness and explanatory capacity of the proposed model, the regression model summary is presented in Table 2

Table 2. Summary of Regression Model Fit

Statistic	Value
R	0.562
R Square (R ²)	0.316
Adjusted R ²	0.304
F-value	26.820
Sig. (F)	0.000

As shown in Table 2, the model demonstrates a moderate level of explanatory power. Rather than indicating a strong predictive model, this result suggests that customer satisfaction is influenced by a broader set of variables beyond product completeness alone.

Compared to prior studies that report higher explanatory power—particularly those incorporating multiple predictors such as service quality and price perception—this finding highlights the limitations of a single-variable model. However, this parsimonious approach allows for a clearer identification of the independent effect of product completeness.

Therefore, the results should be interpreted as evidence of a partial but meaningful contribution, rather than a comprehensive explanation of customer satisfaction. This reinforces the argument that future research should adopt more integrative models to capture the multidimensional nature of consumer satisfaction.

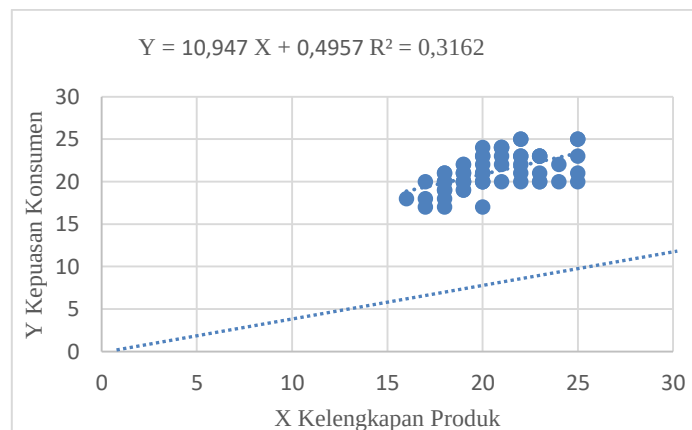


Figure 1. Scatter Plot and Regression Line of Product Completeness and Customer Satisfaction

As illustrated in Figure 1, the regression line indicates a positive relationship between product completeness and customer satisfaction. However, the visual pattern also suggests that the relationship is not perfectly strong, which is consistent with the moderate R² value obtained in the statistical analysis.

This implies that while product completeness contributes to increasing customer satisfaction, it does not fully account for variations in consumer responses. Compared to previous studies that report stronger linear patterns in multi-variable models, this finding reinforces the argument that customer satisfaction is influenced by multiple interacting factors rather than a single predictor.

In the context of pesantren-based retail, this pattern further reflects the complexity of consumer evaluation, where satisfaction is shaped not only by functional availability but also by considerations of accessibility, trust, and consumer welfare (maslahah).

The constant value (10.947) should not be interpreted substantively as a baseline level of customer satisfaction in the absence of product completeness, as such a condition is not realistic in actual retail settings.

Instead, the constant represents a statistical intercept, which functions as a mathematical parameter required for estimating the regression model. Therefore, it does not carry direct practical meaning and should not be overinterpreted in a substantive context.

This clarification is important to ensure methodological accuracy and to avoid misinterpretation of regression outputs.

a. Contextualization in Pesantren-Based Retail

A key contribution of this study lies in its contextual setting within a pesantren-based retail enterprise. Unlike conventional retail businesses that focus primarily on profit maximization, pesantren-based retail operates within a dual framework that integrates economic and socio-religious objectives.

In this context, product completeness plays a broader role beyond enhancing satisfaction. It contributes to the realization of maslahah (consumer welfare) by: reducing consumer effort in searching for goods, improving accessibility to essential products, minimizing hardship in fulfilling consumption needs.

This finding extends previous literature by demonstrating that operational efficiency (through inventory and product availability) can serve as a mechanism for achieving both economic performance and ethical objectives within Islamic economic systems.

b. Implications of Findings

The results imply that improving product completeness can enhance customer satisfaction, particularly through increased shopping efficiency and perceived convenience. However, given the moderate explanatory power, product completeness should not be viewed as the sole determinant of satisfaction.

Retail managers, especially in pesantren-based enterprises, are therefore encouraged to: strengthen inventory management systems, maintain stock consistency, while simultaneously improving complementary factors such as service quality and pricing strategies.

c. Research Limitations

Despite its contributions, this study has several limitations that must be acknowledged : (a) Single-variable model : The study only examines product completeness, excluding other important determinants of customer satisfaction. (b) Limited sample size ($n = 60$) : Although statistically acceptable, the sample size limits robustness and generalizability. (c) Non-probability sampling (accidental sampling) : This may introduce selection bias and reduce representativeness. (d) Single research setting : The findings are specific to one pesantren-based retail enterprise and may not be generalizable to other contexts. (e) Cross-sectional design : The study does not capture changes in customer perceptions over time.

Future research is therefore recommended to employ: multi-variable models, larger and probability-based samples, comparative or multi-site designs, and longitudinal approaches to better capture dynamic consumer behavior. Summary In summary, this study confirms that product completeness is a significant determinant of customer satisfaction, but its explanatory power remains limited. The study contributes by: providing a more critical interpretation of R^2 , correcting the interpretation of regression parameters, offering a comparative perspective with previous studies, and embedding the findings within the pesantren-based retail and maslahah framework.

4. CONCLUSION

This study demonstrates that product completeness is a significant determinant of customer satisfaction in pesantren-based retail enterprises, confirming that the ability to maintain consistent product availability and assortment reliability plays a crucial role in shaping consumer evaluations. However, beyond confirming a direct relationship, the findings provide a more nuanced insight by showing that product completeness functions as an operational mechanism that enhances shopping efficiency, reduces consumer effort, and strengthens perceived value.

From a theoretical perspective, this study extends existing retail and consumer behavior frameworks by integrating the concept of *maslahah*, thereby repositioning product completeness not merely as a marketing attribute but as a mechanism for achieving consumer welfare. In doing so, the study contributes to the literature by bridging conventional retail theory with Islamic economic principles, particularly within the underexplored context of pesantren-based retail enterprises.

Importantly, the findings reveal that the explanatory power of product completeness remains moderate ($R^2 = 0.316$), indicating that customer satisfaction is influenced by a broader set of factors beyond product-related attributes. This highlights the need for more comprehensive models that incorporate additional determinants such as service quality, pricing strategies, and store environment. Thus, this study does not position product completeness as a dominant predictor, but rather as a critical component within a multidimensional satisfaction framework.

From a practical standpoint, the study underscores the strategic importance of inventory management as a key operational driver in ensuring product completeness. Retail managers in pesantren-based enterprises are therefore encouraged to prioritize inventory control systems, stock consistency, and assortment planning as part of their efforts to enhance customer satisfaction and operational reliability. Furthermore, the integration of *maslahah* implies that retail performance should also be evaluated based on its ability to reduce consumer difficulty and promote accessibility, rather than solely focusing on profitability.

Despite these contributions, this study is subject to several limitations, including the use of a single research location, a relatively small sample size, and a single-variable analytical model. These limitations restrict the generalizability and explanatory depth of the findings. Future research is therefore recommended to adopt multi-variable models, larger and more representative samples, and comparative or multi-site designs to capture broader contextual variations across pesantren-based retail systems.

Accordingly, the primary novelty of this study lies in the development of an integrative framework that simultaneously links product completeness, customer satisfaction, and *maslahah*, while explicitly positioning inventory management as the operational foundation that enables the realization of consumer welfare within pesantren-based retail enterprises.

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