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The Impact of Product Innovation, Restaurant Atmosphere, and Promotion Strategies on Sales Performance: Evidence from Song Fa Bak Kut Teh Restaurant, Medan

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ABSTRACT

Purpose of the study: The intensifying competition in the restaurant industry necessitates comprehensive marketing strategies to enhance sales performance. This study investigates the influence of product innovation, restaurant atmosphere, and promotional strategies on sales volume. This research aims to examine the partial and simultaneous effects of product innovation, restaurant atmosphere, and promotion on sales volume at Song Fa Bak Kut Teh Restaurant in Medan, Indonesia.

Materials and methods: A quantitative approach was employed using incidental sampling to select 100 respondents from a population of 28,207 customers. Data were collected through structured questionnaires and analyzed using multiple linear regression analysis with SPSS version 25. Validity, reliability, normality, multicollinearity, and heteroscedasticity tests were conducted to ensure data quality.

Results: The regression analysis yielded the equation $Y = 4.231 + 0.213X_1 + 0.354X_2 + 0.098X_3$. Product innovation ($t = 2.318, p = 0.023$), restaurant atmosphere ($t = 4.615, p < 0.001$), and promotion ($t = 4.655, p < 0.001$) demonstrated significant positive effects on sales volume. The simultaneous F-test ($F = 36.443, p < 0.001$) confirmed the collective influence of all independent variables. The adjusted R^2 value of 0.518 indicates that 51.80% of sales volume variance is explained by these three variables.

Conclusions: Product innovation, restaurant atmosphere, and promotional strategies significantly contribute to sales performance both individually and collectively. Restaurant atmosphere emerged as the strongest predictor, followed by promotion and product innovation. Management should prioritize integrated marketing strategies encompassing continuous product development, atmospheric enhancement, and diversified promotional activities to optimize sales performance.

Keywords

product innovation, restaurant atmosphere, promotion strategies, sales volume, marketing mix, hospitality management.

INTRODUCTION

The restaurant industry represents a dynamic and highly competitive economic sector, where establishments must continually adapt to rapidly evolving consumer preferences, technological advancements, and shifting market dynamics (Özürk et al., 2017). In contemporary urban markets, particularly in Southeast Asia, restaurants are no longer mere providers of food but architects of immersive dining experiences that integrate superior product quality, captivating environmental ambience, personalized service, and strategic communication tactics (Hartly et al., 2021). The saturation of dining options in bustling cities like Medan, Indonesia—a metropolitan hub with a population exceeding 2.5 million and a thriving food culture influenced by diverse ethnic cuisines—has escalated competitive pressures. Local eateries, international chains, and street vendors alike vie for consumer attention, compelling restaurateurs to deploy sophisticated marketing mixes encompassing the traditional 4Ps (product, price, place, promotion) augmented by atmospheric design and innovation to sustain market share, foster customer loyalty, and ultimately drive sales performance upward (Oyedele & Opeyemi, 2024).

Song Fa Bak Kut Teh Restaurant, which opened its doors in Medan in 2019 as a strategic expansion from its acclaimed Singapore origins, serves as a poignant case study of these challenges within the specialty cuisine segment. Renowned globally for its Michelin Bib Gourmand recognition, the brand specializes in authentic Teochew-style bak kut teh (herbal pork rib soup), a dish that embodies rich cultural heritage and meticulous preparation techniques passed down through generations. Despite leveraging this prestigious lineage, premium ingredient sourcing, and authentic flavor profiles that resonate with both locals and expatriates, the Medan outlet grappled with pronounced sales volatility throughout 2024. Monthly sales achievement rates oscillated dramatically between a low of 41.15% and a high of 100.82% of set targets, reflecting external factors such as seasonal demand fluctuations, economic uncertainties post-pandemic, intensified rivalry from copycat outlets offering similar dishes at lower prices, and varying foot traffic influenced by local events and tourism patterns (Bujalance-López et al., 2025). This inconsistency not only strains operational resources but also highlights vulnerabilities in adapting global brand standards to hyper-local consumer behaviors, such as price sensitivity, preference for halal certifications in Muslim-majority Indonesia, and the growing demand for Instagrammable dining aesthetics among younger demographics.

This variability underscores the imperative for a rigorous, multifaceted investigation into the key determinants of sales performance, with particular emphasis on product innovation, restaurant atmosphere, and promotion strategies. Product innovation, for instance, could involve seasonal menu rotations incorporating local ingredients like indigenous herbs or fusion twists on traditional recipes to appeal to adventurous palates (Wati et al., 2023). Atmospheric enhancements might optimize sensory elements to evoke nostalgia or exclusivity, while promotions could harness digital platforms like social media influencers and loyalty apps prevalent in Indonesia's tech-savvy market (Aliyah et al., 2025; Rachbini et al., 2024). By dissecting these elements' individual and synergistic impacts at Song Fa Bak Kut Teh, this research aims to unearth actionable insights that bridge theoretical marketing principles with practical restaurant management in emerging markets.

Innovation constitutes a fundamental driver of competitive advantage and organizational growth, particularly in the highly competitive restaurant industry where consumer preferences evolve rapidly due to changing tastes, cultural influences, and market demands (Anjos & Kuhn, 2024). Within the restaurant context, product innovation encompasses the development of new menu items, modification of existing offerings—such as incorporating local ingredients or fusion adaptations—and creative presentation approaches that differentiate establishments from competitors. Ferlito & Faraci, (2022) emphasize that innovation extends beyond new product development to include novel business processes, service delivery mechanisms, and even sustainable sourcing practices that align with contemporary consumer values like health consciousness and environmental sustainability. The Resource-Based View theory posits that unique, valuable, rare, and difficult-to-imitate resources, including innovative products, create sustainable competitive advantages that directly enhance sales performance by fostering customer differentiation and loyalty.

Empirical evidence consistently supports the positive relationship between product innovation and sales outcomes across various food service segments. Laely et al., (2024) demonstrated that product innovation significantly influences sales volume in specialty coffee establishments, though the effect magnitude varies based on innovation type (e.g., radical vs. incremental) and market receptivity to novelty. Similarly, (Hidayat et al., 2023) found that product innovation positively impacts sales performance in bakery operations, with significance levels ($p < 0.05$) indicating strong relationships, particularly when innovations address seasonal demands or dietary trends. In the culinary business during challenging periods like the pandemic, product innovation proves essential as it accommodates fluctuating consumer tastes and buying interests, enabling restaurants to introduce variations such as seasonal menu rotations with indigenous herbs or health-focused adaptations to sustain revenue streams (Muriuki et al., 2021, 2023). These findings align with broader hospitality research, underscoring how proactive innovation not only boosts immediate sales but also builds long-term resilience against competitive pressures and economic volatility.

Restaurant Atmosphere and Consumer Behavior

The Servicescape Theory, developed by Bitner in 1992, provides a robust theoretical foundation for understanding how physical environmental factors—collectively termed the "servicescape"—influence consumer perceptions, emotions, responses, and ultimately purchasing behaviors in service settings like restaurants. Restaurant atmosphere encompasses tangible elements including interior design (e.g., innovative décor and spatial layout), lighting (e.g., subdued ambient illumination), music (e.g., culturally resonant soundscapes), aroma (e.g., signature dish scents), cleanliness, and table configurations (Mathur & Gupta, 2019; Şahin & Yazıcıoğlu, 2025). These environmental cues create holistic sensory experiences that shape customer satisfaction, dwell time, and spending patterns, transforming a mere meal into an immersive event (Harthy et al., 2021).

Research demonstrates significant atmospheric effects on sales performance, with multisensory stimuli playing a pivotal role. Spence et al., (2014) reported that store atmosphere exerted substantial influence on sales volume in retail food contexts, attributing up to 20-30% variance in outcomes to atmospheric design. Hermawan et al., (2021) identified atmosphere as a critical determinant of sales performance at The Harvest Manado, with standardized beta coefficients exceeding those of other marketing variables ($\beta > 0.40$), highlighting its superiority in driving repurchase intent. The multisensory nature of atmospheric stimuli—visual (e.g., appealing aesthetics), auditory (e.g., pleasing music), olfactory (e.g., pleasant odors), and tactile (e.g., comfortable seating)—creates immersive experiences that differentiate dining establishments, foster emotional connections, and enhance customer loyalty. In high-end or specialty restaurants, elements like DINESCAPE dimensions (facilitators' aesthetics, illumination, layout, and service personnel appearance) further amplify satisfaction and loyalty, as evidenced in street food and tourist dining studies where physical environments significantly predict revisit intentions and word-of-mouth recommendations (Harthy et al., 2021; Oyedele & Opeyemi, 2024). Such atmospheric strategies are especially vital in urban markets like Medan, where Instagrammable aesthetics appeal to younger demographics amid intense competition.

Promotional activities constitute essential components of integrated marketing communications, designed to inform, persuade, remind, and engage target audiences about product offerings in a cluttered media landscape. The promotional mix encompasses advertising (traditional and digital), personal selling, sales promotion (e.g., discounts and bundles), public relations, word-of-mouth marketing, and direct marketing approaches like email campaigns or app notifications (Adnan et al., 2021; Ayman & Kaya, 2019). Effective promotional strategies increase brand awareness, attract new customers, stimulate trial purchases, and reinforce loyalty, thereby directly impacting sales volume through heightened perceived value and urgency (Rachbini et al., 2024).

Empirical investigations confirm promotional efficacy, though its impact is context-dependent. Palaguna et al. demonstrated significant promotional effects on sales volume ($p < 0.01$), indicating that well-designed campaigns—such as limited-time offers—substantially influence purchasing decisions in food service settings. (Whitehead et al., 2021) reported similar findings, emphasizing the importance of integrated promotional approaches combining traditional channels (e.g., flyers) with digital ones (e.g., social media), which yielded synergistic effects on performance metrics. However, (Wardana et al., 2023) found promotional effects to be non-significant in certain contexts, suggesting that promotional effectiveness hinges on strategic alignment with product characteristics (e.g., premium vs. budget), target market preferences (e.g., price-sensitive locals), and execution quality. In Indonesia's digital-savvy market, promotions leveraging influencers on platforms like Instagram, TikTok, and WhatsApp—through personalized discounts, gamification, loyalty programs, and user-generated reviews—have proven particularly potent for online and offline food delivery, enhancing persuasion and retention amid post-pandemic recovery (Mohamed et al., 2023; Rachbini et al., 2024). Moreover, collaborations with public figures for authentic endorsements can amplify reach, while data-driven dynamic pricing optimizes promotional timing for maximum sales uplift.

Despite extensive research on individual marketing mix elements, several gaps persist in the literature. First, limited studies examine the integrated effects of product innovation, atmosphere, and promotion within specialty ethnic restaurant contexts, particularly in emerging Southeast Asian markets. Second, most existing research focuses on Western or established Asian markets, with insufficient attention to Indonesian restaurant operations. Third, while individual effects of marketing variables receive substantial attention, their synergistic interactions and relative importance remain underexplored. Finally, few studies specifically address challenges faced by international restaurant brands adapting to local markets while maintaining brand heritage.

This research addresses identified gaps by investigating the integrated influence of product innovation, restaurant atmosphere, and promotional strategies on sales performance within a culturally specific context. The study's focus on Song Fa Bak Kut Teh Restaurant provides insights into challenges confronting ethnic specialty restaurants in competitive urban markets. Understanding how these marketing elements interact to influence sales outcomes offers practical guidance for restaurant management and contributes to theoretical discourse on integrated marketing effectiveness in hospitality contexts. This study aims to: 1) Examine the partial effect of product innovation on sales volume at Song Fa Bak Kut Teh Restaurant, Medan; 2) Analyze the partial effect of restaurant atmosphere on sales volume at Song Fa Bak Kut Teh Restaurant, Medan; 3) Investigate the partial effect of promotion on sales volume at Song Fa Bak Kut Teh Restaurant, Medan; 4) Assess the simultaneous effect of product innovation, restaurant atmosphere, and promotion on sales volume at Song Fa Bak Kut Teh Restaurant, Medan.

MATERIALS AND METHODS

Participant

The study population consisted of all customers who visited Song Fa Bak Kut Teh Restaurant, Medan, throughout 2024, totaling 28,207 individuals according to the restaurant's transaction records. The sample size was calculated using Slovin's formula with a 10% margin of error, resulting in 99.65, which was rounded to 100 respondents. Participants were selected through incidental sampling, a non-probability sampling technique in which customers encountered during the data collection period were recruited, provided they met the predetermined inclusion criteria: (1) having purchased and consumed food at the restaurant, (2) being at least 18 years old, and (3) voluntarily agreeing to participate in the study. The final sample ($N = 100$) exhibited varied demographic characteristics. In terms of gender, 45% were male and 55% were female. The age distribution included 18–20 years (21%), 21–30 years (34%), 31–40 years (32%), 41–50 years (9%), and over 50 years (4%). Educational backgrounds consisted of high school graduates (37%), diploma holders (8%), bachelor's degree holders (51%), and master's degree holders (4%). Participants' occupations included students (21%), entrepreneurs (41%), civil servants/military/police personnel (7%), private employees (28%), and others (3%). Regarding purchase frequency at the restaurant, 2% had visited once, 34% visited 2–3 times, 42% visited 4–5 times, and 22% had visited more than five times.

Study Organization

Table 1. Research Design

Component	Description
Research Design	Quantitative research using a correlational design and cross-sectional survey methodology. Data collected in June–July 2025 at Song Fa Bak Kut Teh Restaurant, Center Point Mall, Medan Timur, North Sumatra, Indonesia.
Measurement Scale	Five-point Likert Scale: 5 = Strongly Agree (SS), 4 = Agree (S), 3 = Neutral (RR), 2 = Disagree (TS), 1 = Strongly Disagree (STS).

Table 2. Operational Definitions

Variable	Definition	Indicators
Sales Volume (Y)	Quantitative achievement of product sales in a given period.	- Achieving sales volume targets - Obtaining profit margins - Supporting company growth
Product Innovation (X_1)	Development or modification of products to meet evolving consumer needs.	- Product quality (freshness, taste, presentation, ingredients, serving temperature) - Product variants (menu variety) - Style and design (aesthetic presentation)
Restaurant Atmosphere (X_2)	Ambience shaped by physical environmental elements affecting customer experience.	- Exterior (layout, location safety, signage) - Interior (temperature, music, comfort) - Store layout (table/chair arrangement) - Interior display (decor, signage, posters)
Promotion (X_3)	Communication activities to inform, persuade, and remind customers about products/services.	- Advertising - Personal selling - Sales promotion - Public relations - Word-of-mouth marketing - Direct marketing

Measurement Procedures

Table 3. Test and Measurement Procedures

Component	Description
Data Collection Instrument	A structured questionnaire consisting of 32 items, developed from theoretical foundations and validated instruments. Composed of five sections: • Section A: Demographics (5 items) • Section B: Product Innovation (6 items) • Section C: Restaurant Atmosphere (8 items) • Section D: Promotion Effectiveness (12 items) • Section E: Sales Volume Perception (6 items)
Validity Testing	Pilot study with 30 respondents. Pearson product-moment correlation comparing item scores with total construct scores. Validity criterion: r -calculated > r -table (0.1966) at $N=100$, $\alpha=0.05$, $df=98$.

Reliability Testing Data Collection Procedures	<ul style="list-style-type: none"> Product Innovation: 0.507–0.716 (valid) Restaurant Atmosphere: 0.580–0.636 (valid) Promotion: 0.798–0.949 (valid) Sales Volume: 0.398–0.835 (valid) <p>Cronbach's alpha reliability criterion: $\alpha > 0.60$.</p>
	<ul style="list-style-type: none"> Product Innovation: $\alpha = 0.704$ (reliable) Restaurant Atmosphere: $\alpha = 0.758$ (reliable) Promotion: $\alpha = 0.978$ (highly reliable) Sales Volume: $\alpha = 0.805$ (reliable) <ol style="list-style-type: none"> Trained research assistants approached customers post-dining Explained research purpose and confidentiality Obtained verbal informed consent Administered questionnaires in Bahasa Indonesia Assistants available for clarification Checked completed questionnaires for completeness Continued data collection until sample size target was reached

Statistical Analysis

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 25.0. The analytical procedures consisted of both classical assumption testing and multiple linear regression modeling. First, the classical assumption tests were conducted to ensure that the regression model met the required statistical criteria. Normality was assessed using three complementary approaches, namely histogram visual inspection, the Normal P–P Plot of regression standardized residuals, and the Kolmogorov–Smirnov test, in which data were considered normally distributed when the significance value exceeded 0.05. Multicollinearity was examined through the Variance Inflation Factor (VIF) and tolerance indicators, with no multicollinearity present if VIF values were below 10 and tolerance values above 0.10. Heteroscedasticity was evaluated using a scatterplot of standardized residuals, and the absence of heteroscedasticity was confirmed when the residual points were randomly dispersed without forming any systematic pattern.

Following the fulfillment of classical assumptions, multiple linear regression analysis was implemented to determine the influence of the predictor variables on the outcome variable. The regression model was specified as: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$, where Y represents sales volume, α denotes the constant, and β_1 , β_2 , β_3 indicate the regression coefficients for the independent variables. The model incorporated three predictors: product innovation (X_1), restaurant atmosphere (X_2), and promotion (X_3), with ϵ representing the error term. This analytical design enabled a comprehensive examination of the extent to which each independent variable contributed to variations in sales performance.

RESULTS

Descriptive Statistics

Table 1. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Product Innovation (X_1)	100	15	30	24.09	2.847
Restaurant Atmosphere (X_2)	100	22	38	30.14	3.446
Promotion (X_3)	100	24	56	43.40	9.442
Sales Volume (Y)	100	18	30	23.92	2.896

The descriptive statistics reveal that respondents generally provided favorable assessments across all variables. Product innovation scores averaged 24.09 ($SD = 2.847$) on a potential range of 6-30, indicating above-midpoint perceptions. Restaurant atmosphere received the highest relative evaluation ($M = 30.14$, $SD = 3.446$) on an 8-40 scale. Promotion scores ($M = 43.40$, $SD = 9.442$) demonstrated greater variability, suggesting diverse perceptions of promotional effectiveness. Sales volume perceptions averaged 23.92 ($SD = 2.896$) on a 6-30 scale, reflecting moderately positive assessments.

Classical Assumption Tests

Normality Test:

Multiple normality assessments confirmed data distribution normality:

- Histogram Analysis:* The frequency distribution approximated a bell-shaped curve with central concentration and symmetrical tails, indicating normal distribution.
- Normal P-P Plot:* Data points aligned closely along the diagonal reference line, demonstrating concordance between observed and expected normal distributions.
- Kolmogorov-Smirnov Test:* The test statistic (0.070) with significance value ($p = 0.200 > 0.05$) confirmed normal distribution of standardized residuals, satisfying regression analysis assumptions.

Multicollinearity Test:

Table 2. Collinearity Statistics

Variable	Tolerance	VIF
Product Innovation (X_1)	0.597	1.674
Restaurant Atmosphere (X_2)	0.590	1.696
Promotion (X_3)	0.945	1.058

All independent variables demonstrated tolerance values exceeding 0.10 and VIF values below 10, indicating absence of multicollinearity. The correlation between independent variables remained within acceptable limits, confirming model appropriateness.

Heteroscedasticity Test: Scatterplot examination of standardized predicted values against standardized residuals revealed random point dispersion without discernible patterns. Points distributed above and below zero on the Y-axis without systematic clustering, confirming homoscedasticity and satisfying regression analysis assumptions.

Multiple Linear Regression Analysis

Table 3. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	4.231	1.986				2.131
Product Innovation (X_1)	0.213	0.092			0.209	2.318
Restaurant Atmosphere (X_2)	0.354	0.077			0.419	4.615
Promotion (X_3)	0.098	0.021			0.334	4.655

The regression equation derived from the analysis is:

$$Y = 4.231 + 0.213X_1 + 0.354X_2 + 0.098X_3$$

Interpretation of Regression Coefficients:

- Constant ($\alpha = 4.231$):** When all independent variables equal zero, sales volume would theoretically be 4.231 units. This positive constant suggests baseline sales independent of measured marketing activities.
- Product Innovation ($\beta_1 = 0.213$):** Each one-unit increase in product innovation corresponds to a 0.213-unit increase in sales volume, holding other variables constant. The standardized coefficient ($\beta = 0.209$) indicates moderate relative importance.
- Restaurant Atmosphere ($\beta_2 = 0.354$):** Each one-unit increase in restaurant atmosphere quality associates with a 0.354-unit sales volume increase, *ceteris paribus*. The standardized coefficient ($\beta = 0.419$) identifies atmosphere as the strongest predictor among independent variables.
- Promotion ($\beta_3 = 0.098$):** Each one-unit increase in promotional activities relates to a 0.098-unit sales volume increase, holding other factors constant. Despite the smallest unstandardized coefficient, the standardized coefficient ($\beta = 0.334$) indicates substantial relative influence due to measurement scale differences.

Hypothesis Testing Results

Partial Effects (t-test):

Table 4. Individual Variable Significance Tests

Hypothesis	Variable	t-calculated	t-table	Sig.	Decision
H_1	Product Innovation → Sales Volume	2.318	1.98498	0.023	Supported
H_2	Restaurant Atmosphere → Sales Volume	4.615	1.98498	<0.001	Supported
H_3	Promotion → Sales Volume	4.655	1.98498	<0.001	Supported

H_1 (Product Innovation): Product innovation demonstrated significant positive effect on sales volume ($t = 2.318, p = 0.023 < 0.05$; t -calculated $>$ t -table). The null hypothesis was rejected, confirming that product innovation significantly influences sales performance at Song Fa Bak Kut Teh Restaurant.

H_2 (Restaurant Atmosphere): Restaurant atmosphere exhibited highly significant positive effect on sales volume ($t = 4.615, p < 0.001$; t -calculated $>$ t -table). This represents the strongest individual effect among the three predictors, indicating atmosphere's critical role in sales performance.

H_3 (Promotion): Promotional activities showed highly significant positive effect on sales volume ($t = 4.655, p < 0.001$; t -calculated $>$ t -table). The effect magnitude was comparable to restaurant atmosphere, underscoring promotion's importance in driving sales.

Simultaneous Effect (F-test):

Table 5. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	440.896	3	146.965	36.443	<0.001
Residual	387.144	96	4.033		
Total	828.040	99			

The F-test results ($F = 36.443, p < 0.001$; F -calculated $>$ F -table of 2.70) confirmed that product innovation, restaurant atmosphere, and promotion simultaneously exert significant positive effects on sales volume. The null hypothesis was rejected, validating H_4 and demonstrating that integrated marketing strategies collectively enhance sales performance more effectively than individual approaches.

Coefficient of Determination:

Table 6. Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimate
1	0.730	0.532	0.518	2.008

The adjusted R^2 value of 0.518 indicates that product innovation, restaurant atmosphere, and promotion explain 51.8% of sales volume variance. The multiple correlation coefficient ($R = 0.730$) demonstrates strong positive relationship between predictor variables and sales outcomes. The remaining 48.2% of variance is attributable to factors outside the model, potentially including pricing strategies, location characteristics, service quality, marketing systems, research and evaluation processes, and sales strategies.

Comparative Analysis by Demographic Segments

Table 7. Mean Sales Volume Perception by Demographic Characteristics

Characteristic	Category	N	Mean	SD
Age Group	Gender	Male	45	23.78
		Female	55	24.04
		18-20 years	21	23.43
		21-30 years	34	24.15
		31-40 years	32	24.09
		41-50 years	9	23.89
Purchase Frequency		>50 years	4	23.25
		1 time	2	21.50
		2-3 times	34	23.44
		4-5 times	42	24.31
				2.986
				2.121

	>5 times	22	24.36	3.078
While not subjected to formal comparative testing, descriptive patterns suggest that sales volume perceptions vary across demographic segments. Female respondents, customers aged 21-30 years, and frequent visitors (4+ purchases) demonstrated higher mean sales volume assessments, potentially indicating these segments' greater receptivity to the restaurant's marketing efforts.				

DISCUSSION

This study provides empirical evidence that work discipline and job satisfaction constitute significant determinants of employee performance in Indonesian public sector organizations. The findings align with established theoretical frameworks while offering nuanced insights into the mechanisms through which these factors operate in the specific context of regional government agencies.

The significant positive influence of work discipline on employee performance ($\beta = .375$, $t = 3.722$, $p < .001$) corroborates social exchange theory and organizational behavior literature (Nurhayati et al., 2025; Rahmawati & Nurhadian, 2023). Work discipline, manifested through punctual attendance, regulatory compliance, and professional conduct, establishes predictable work patterns that facilitate task coordination and organizational efficiency. In public sector contexts, where standardized procedures govern most operations, disciplinary adherence ensures systematic task execution and minimizes disruptions to interdependent workflow processes. This adherence consequently fosters a reliable working environment, which is crucial for maintaining public trust and service delivery standards (Fatmasari & Badaruddin, 2022).

The mechanism through which discipline influences performance appears multifaceted. First, consistent attendance patterns ensure adequate time allocation for task completion, reducing rushed work that compromises quality (Hasanah et al., 2024). Second, regulatory compliance minimizes errors and rework necessitated by procedural violations (Iis et al., 2024). Third, professional conduct (ethical behavior and respectful interpersonal interactions) fosters collaborative relationships that facilitate information sharing and mutual assistance (Petersen et al., 2024). Fourth, visible disciplinary adherence by some employees creates normative pressure on others to conform, establishing a culture of accountability (Franklin & Pagan, 2006). However, the moderate effect size ($\beta = .375$) suggests that discipline alone is insufficient for optimal performance. Excessive emphasis on rule adherence without attention to motivational factors may generate mechanical compliance rather than engaged performance (Bakker & Demerouti, 2008). This interpretation aligns with contemporary human resource management perspectives emphasizing the importance of intrinsic motivation alongside extrinsic control mechanisms (Laguerre & Barnes-Farrell, 2024).

Job satisfaction demonstrated a significant positive influence on employee performance ($\beta = .423$, $t = 4.194$, $p < .001$), with slightly greater effect magnitude than work discipline. This finding supports affective events theory and job satisfaction-performance models (Haryono & Pamungkas, 2021; Kartinah et al., 2020). Satisfied employees experience positive emotional states that enhance cognitive functioning, increase persistence in the face of obstacles, and promote organizational citizenship behaviors that extend beyond formal job requirements. Moreover, a supportive work environment, characterized by flexible work arrangements and opportunities for growth, can further enhance job satisfaction, subsequently contributing to higher engagement and improved performance (Alnagbi et al., 2025).

The multidimensional nature of job satisfaction observed in this study—encompassing work content, compensation, promotion opportunities, supervision, collegial relationships, and working conditions—suggests that satisfaction operates through multiple pathways. Intrinsic satisfaction derived from meaningful work content enhances task engagement and quality consciousness. Extrinsic satisfaction from adequate compensation and promotion opportunities reduces financial stress and provides incentives for sustained effort (Gagné & Deci, 2005). Relational satisfaction from positive supervisory interactions and collegial bonds creates social support networks that facilitate problem-solving and stress management (Aryanti et al., 2020).

The slightly greater influence of job satisfaction compared to work discipline ($\beta = .423$ vs. $.375$) implies that affective-motivational factors may be particularly salient in knowledge work contexts where creativity, initiative, and discretionary effort substantially impact performance outcomes. While discipline ensures baseline task execution, satisfaction may be the key to performance excellence that exceeds minimum standards.

The simultaneous influence of work discipline and job satisfaction ($F = 20.237$, $p < .001$, $R^2 = .372$) reveals complementary rather than redundant effects. This complementarity suggests that optimal performance requires both structural elements (discipline) and motivational elements (satisfaction). Organizations that emphasize discipline without cultivating satisfaction may achieve compliance but not commitment (Gagné & Deci, 2005). Conversely, organizations that focus exclusively on satisfaction without establishing disciplinary frameworks may experience high morale but lack the systematic coordination necessary for efficient operations (Safputri et al., 2023).

The proportion of explained variance (37.2%) indicates substantial but incomplete explanatory power. While meaningful, this suggests that additional factors—potentially including leadership effectiveness, organizational culture, technological resources, training adequacy, or external environmental conditions—also shape performance outcomes. The unexplained variance (62.8%) represents opportunities for future research to develop more comprehensive performance models. Further research could explore the mediating and moderating roles of these additional variables, thereby enriching our understanding of their complex interplay with work discipline and job satisfaction in determining employee performance (Alnagbi et al., 2025).

The present findings exhibit consistency with previous research while contributing contextual specificity:

Consistency with Existing Literature: 1) Similar to their study at Kesbangpol Tangerang ($F = 74.017$, $R^2 = 49.4\%$), this research confirms significant simultaneous effects of work discipline and job satisfaction. However, the present study's smaller R^2 (37.2% vs. 49.4%) may reflect organizational or regional differences (Fatmasari & Badaruddin, 2022). 2) Alignment with findings at PT SPIL Surabaya Depot 4, where both variables demonstrated positive significant effects. The similarity across public and private sectors suggests these relationships transcend organizational type (Ariani, 2023). 3) Comparable results at PT HAHA Spektrum Indonesia ($F = 11.191$, $R^2 = 35.3\%$) indicate consistent effect patterns, with the present study's slightly higher R^2 (37.2%) potentially reflecting differences in measurement precision or sample characteristics (Nuryanto & Pratiwi, 2024). 4) Consistent with findings at

This study extends existing knowledge by documenting these relationships specifically within Indonesian regional government agencies. Public sector contexts present unique characteristics—including civil service regulations, bureaucratic cultures, tenure security, and politically influenced organizational priorities—that may moderate the discipline-satisfaction-performance relationships observed in private sector research. The confirmation of significant positive effects in this context suggests these relationships are robust across institutional environments, though effect magnitudes may vary.

The finding that job satisfaction marginally exceeds work discipline in predictive importance ($\beta = .423$ vs. $.375$) contrasts with some prior research emphasizing discipline's primacy in hierarchical organizations. This pattern may reflect generational shifts in employee expectations, with contemporary workers prioritizing meaningful work and positive organizational climates alongside structural compliance.

The study's findings yield several theoretical and practical implications that contribute meaningfully to both academic discourse and organizational practice. From a theoretical perspective, the results support the integration of control and commitment paradigms within human resource management. The evidence suggests that neither a control-oriented approach—focused solely on discipline and compliance—nor a commitment-oriented approach—centered on satisfaction and engagement—can independently optimize performance outcomes. Instead, the most effective organizational performance emerges from a balanced synthesis of both paradigms, where compliance structures coexist with affective and motivational support systems. Furthermore, the confirmation of these relationships in the Indonesian public sector context contributes to context-specific theory development. The study demonstrates that while Western-derived human resource and performance theories maintain broad applicability, cultural and institutional variations influence both the magnitude and relative significance of these relationships. This finding encourages the refinement of management theories that are culturally grounded and more attuned to the realities of developing or transitional public sector environments. Additionally, the moderate explained variance of 37.2% underscores the multidimensional nature of performance determinants. Employee performance cannot be fully explained by discipline and satisfaction alone; instead, it is influenced by a constellation of factors spanning individual characteristics, organizational structures, and environmental conditions. This validates the growing scholarly call for comprehensive, integrative performance models that incorporate personal, contextual, and systemic dimensions. From a practical standpoint, the implications extend across management, policy, and employee domains. For management, organizations are advised to develop integrated HR strategies that simultaneously reinforce discipline and enhance satisfaction. Disciplinary policies should emphasize fairness, transparency, and consistency while avoiding punitive practices that could erode morale. Simultaneously, targeted interventions—such as improving promotion transparency and workload management—can elevate underperforming satisfaction dimensions. Establishing continuous monitoring systems linking discipline, satisfaction, and performance metrics will further enable early detection of emerging issues and data-driven decision-making. For policy makers, the findings advocate for the design of civil service regulations that balance accountability with employee well-being. Effective performance management in public institutions requires structural reforms to strengthen disciplinary mechanisms alongside cultural initiatives fostering a positive work climate. Sustained performance improvement, therefore, demands multifaceted, long-term investments, not isolated or short-term interventions. Finally, for employees, the results highlight the importance of personal responsibility and proactive engagement. High performance arises when individuals internalize disciplinary standards as part of their professional values and cultivate positive attitudes toward work. Employees are encouraged to participate actively in organizational improvement programs and develop self-management competencies that align discipline and motivation, thereby enhancing both performance outcomes and career advancement prospects.

Cross-Sectional Design: The cross-sectional approach precludes causal inferences, as temporal precedence cannot be definitively established. While theory suggests discipline and satisfaction influence performance, reverse causality (performance influencing discipline or satisfaction) or reciprocal relationships cannot be ruled out. Longitudinal designs would strengthen causal claims.

Self-Report Bias: Reliance on self-reported data for all variables creates potential for common method variance, where correlations may be inflated by shared measurement characteristics rather than true substantive relationships. Although classical assumption tests indicated acceptable data quality, future research incorporating objective performance measures (e.g., supervisor ratings, productivity metrics) would enhance validity.

Single-Organization Focus: Data collection from one organization limits generalizability. While the saturated sampling approach maximized internal validity by including all organization members, external validity to other government agencies or organizational types requires empirical verification.

Unexplained Variance: The model explains 37.2% of performance variance, indicating that additional factors significantly influence performance. These may include leadership styles, organizational culture, technological resources, training adequacy, compensation systems, career development opportunities, or individual difference variables (e.g., personality, cognitive ability). Comprehensive models incorporating these factors would enhance explanatory power.

Measurement Specificity: While the instruments demonstrated adequate psychometric properties, measurement precision could be enhanced through more extensive item pools, inclusion of reverse-coded items to detect acquiescence bias, and incorporation of behavioral observation measures.

Temporal Coverage: Data collection during a single time period (June 2025) may not capture seasonal variations or the impacts of specific organizational events. Extended data collection periods would provide more representative assessments.

Social Desirability: Public sector contexts may amplify social desirability bias, with employees potentially overreporting disciplinary adherence and satisfaction to project favorable impressions, particularly if anonymity concerns exist despite confidentiality assurances.

Despite these limitations, the study's rigorous methodology, adequate sample size, validated instruments, and consistency with theoretical predictions and prior empirical findings support the reliability and validity of the conclusions within the specified scope.

CONCLUSION

This study provides compelling empirical evidence that product innovation, restaurant atmosphere, and promotional strategies exert significant individual and combined effects on sales performance at Song Fa Bak Kut Teh Restaurant in Medan. The findings affirm the relevance of integrated marketing mix theory within the context of specialty ethnic restaurants, where experiential factors play a central role in shaping customer decision-making. Individually, all three marketing variables positively influenced sales volume, with restaurant atmosphere emerging as the strongest predictor, followed by promotion and product innovation. Collectively, their integrated effects yielded substantial explanatory power, indicating that synergistic marketing strategies produce superior outcomes compared to isolated initiatives. This hierarchy of influence underscores the experiential and multisensory nature of restaurant services, where ambience and communication effectiveness often outweigh product differentiation, especially in traditional cuisine settings.

Beyond empirical validation, this study generates notable theoretical contributions by strengthening the applicability of Bitner's Servicescape Theory within ethnic restaurant environments and demonstrating the boundaries of innovation in culturally rooted culinary offerings. The results also confirm the synergistic interactions posited by integrated marketing communications theory, highlighting how coherence in product offerings, environmental design, and promotional messaging enhances brand experience and sales impact. From a managerial standpoint, the findings emphasize the need for atmospheric refinement, integrated promotional strategies, and strategic yet culturally sensitive product innovation. Restaurant managers are encouraged to invest in environmental enhancements, digital marketing integration, consultative selling skills, loyalty programs, and incremental menu innovations that uphold authenticity while refreshing customer interest.

Finally, the study identifies several promising directions for future research, including longitudinal analyses to capture temporal shifts in customer perceptions, comparative studies across different cuisines and markets, and deeper exploration of mediating psychological mechanisms such as perceived value, satisfaction, and loyalty. Investigating moderating factors—such as demographic variations, cultural influences, and competitive dynamics—may also enrich understanding of marketing effectiveness in diverse settings. Moreover, integrating objective behavioral data, experimental designs, and expanded marketing variables would strengthen causal inference and model comprehensiveness. In an increasingly competitive and digitally evolving restaurant industry, the ability to harmonize authenticity, innovation, atmospheric excellence, and multichannel communication will be critical for sustainable growth. This study provides a robust foundation for advancing both theoretical discourse and managerial practice in contemporary hospitality marketing.

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CONFLICT OF INTERESTS

The author declares no conflicts of interest related to this research. The study was conducted independently without financial support or influence from any commercial entities. Song Fa Bak Kut Teh Restaurant's cooperation in facilitating data collection did not involve financial compensation or influence over research design, data analysis, interpretation, or publication decisions.

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