2BExploring The Influence of Online Reviews on Sales: An Empirical Analysis of Lady-Managed Indonesia Restaurants in East Asia

by Nia Saurina

ORIGINAL SCIENTIFIC PAPER

Exploring The Influence of Online Reviews on Sales: An Empirical Analysis of Lady-Managed Indonesia Restaurants in East Asia

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A B S T R A C T

This study examined customer satisfaction in 20 lady-managed Indonesian restaurants located in South Korea, Japan, Taiwan, and Hong Kong, utilizing 1,316 online reviews. The overall average rating was 4.3 out of 5, reflecting high customer satisfaction. By using KH-coder software word frequency and co-occurrence network analysis, we identified key themes within reviews, encompassing food variety, pricing, restaurant ownership, and overall dining experience. The term "lady" was frequently associated with 5-star ratings, indicating a potential link between female management and high customer satisfaction. Conversely, terms like "expensive" and "small" were associated with lower ratings, highlighting the importance of perceived value for money and

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portion size. The study contributes to the underexplored area of female management in the restaurant industry. It demonstrates that women-led establishments can excel in competitive markets. It also underlines the importance of various aspects influencing customer satisfaction beyond just food, such as pricing and portion size. Furthermore, the findings validate the role of women as facilitators of cross-cultural culinary exchange and pave the way for future research on female leadership in the hospitality industry.

KEYWORDS: *lady-managed restaurants, customer satisfaction, online review, entrepreneurship, female leadership, Indonesia restaurant, Cross-cultural culinary exchange*

Introduction

Indonesia encountered significant labor market difficulties in the aftermath of the Asian financial crisis of 1997 and 1998 (Aswicahyono et al., 2010). Due to educational disparities and skill gaps, these challenges have been exacerbated, resulting in increased competition for jobs in both the formal and informal sectors. Most affected are unskilled workers, a significant proportion of whom are women, who now face heightened competition in the informal economy (Chen & Carré, 2020).

To address this imbalance in the labor market, the Indonesian government has implemented regulations to encourage the emigration of unskilled labor, with a particular emphasis on young women (Shivakoti et al., 2021). Women have been motivated to seek low-skilled employment overseas by a number of factors, including financial aid for families, the prospect of acquiring property, and the success stories of other migrant workers (McWilliam, 2022).

According to Indonesian Statistics Bureau data for placement in 2022, approximately 122,407 women outnumber men 78,614, with most of them holding elementary to high school educations. During the past few years, Indonesian migrants have increased in number, with popular work destinations including Hong Kong, Taiwan, Malaysia, South Korea, Singapore and Japan (BP2MI, 2023). The main factors driving this increase include better job opportunities with higher wages abroad, as well as an increase in labor demand in the countries they are migrating to. This has allowed many Indonesians to improve their financial situation and provide a better quality of life for their families (Pangaribuan et al., 2022).

Nations like Taiwan, Hong Kong, Japan, and South Korea, known for their buoyant economies in East Asia, provide opportunities for higher earnings. However, these countries often experience labor shortages in certain industries, such as domestic service, which is often perceived by citizens as "3D" (dirty, dangerous, difficult) (Mucci et al., 2019). Due to its large population, which includes a significant proportion of women workers with lower levels of education, Indonesia has become a source of this labor demand (BP2MI, 2023).

The majority of Indonesian women find themselves working in the domestic services sector, not necessarily due to a preference, but rather due to a lack of opportunities (BP2MI, 2023). In spite of the fact that similar job roles exist in Indonesia, the prospect of a higher income in countries such as Taiwan, Hong Kong, Japan, and South Korea motivates people to migrate there (Darmastuti et al., 2022).

Despite the significant challenges faced by Indonesian women working abroad, particularly in Taiwan, Hong Kong, Japan, and South Korea, they have discovered promising opportunities in entrepreneurship (Basoeki & Mingchang, 2022). By utilizing their newly acquired skills and experience, as well as their industry knowledge and social networks, these women have been able to venture into diverse business domains, primarily in the hospitality industry. Their enterprises, ranging from small-scale eateries to catering services, not only provide a source of income but also serve as cultural flag-bearers of their native Indonesia in foreign lands (Wessendorf & Farrer, 2021).

Interestingly, a substantial number of these women have chosen to marry local men, a decision that carries significant implications for their entrepreneurial journey. As a result of marrying locals, these women are more likely to be able to navigate the process of setting up their own businesses, especially since business licenses are easier to obtain under their husbands' names (Suppatkul et al., 2021). This facilitates the establishment of Indonesian restaurants, allowing for a smoother entry into the local market.

In this digital era, online reviews have emerged as pivotal determinants of business success, especially in the hospitality sector. Positive reviews can elevate a restaurant's reputation, while constructive criticism offers avenues for enhancement. For these Indonesian women entrepreneurs, deciphering and leveraging online reviews is paramount, aiding in aligning with

customer preferences and ensuring sustained success (Dellarocas, 2003; Zhu & Zhang, 2010).

The rise of social networking and the increasing reliance on online reviews have profoundly impacted the food and hospitality industry (Handani & Kim, 2023). These digital platforms have become decisive arenas that can sway customer decisions, influencing restaurant sales volumes. Online reviews not only gauge customer satisfaction but also highlight the aspects of the business that customers value most (Handani et al., 2023; X. Zhang & Kim, 2021). For Indonesian women-managed restaurants across East Asia, such insights are instrumental in pinpointing their strengths and areas needing improvement. Recognizing elements in reviews that contribute to higher ratings can shape their marketing and service strategies, leading to enhanced customer satisfaction and increased sales (Berezina et al., 2016; Handani & Kim, 2023).

This research aims to explore the experiences of these Indonesian migrant women-turned-entrepreneurs in Taiwan, Hong Kong, Japan, and South Korea. This study uses online reviews as a critical source of data, acknowledging their significant role in today's business landscape. The analysis of these reviews will provide insights into customer satisfaction, the impact of specific words, and the convergence of entrepreneurship based on the co-occurrence of words.

Thus, this research seeks to achieve the following objectives:

1. To scrutinize the content and impact of online reviews on these women-managed businesses, focusing on frequently used words.
2. To assess customer satisfaction levels when visiting these women-managed Indonesian restaurants across East Asia.
3. To identify keywords and phrases contributing to higher review ratings, thereby unveiling aspects of the business most valued by customers and enhancing the image of the entrepreneur in the eyes of the public.

By addressing these objectives, this study seeks to highlight the reputation of these Indonesian women entrepreneurs as reflected in online reviews. A critical understanding of these reviews, especially low ratings, can offer invaluable insights for these entrepreneurs. Such feedback can be harnessed to refine their services, enhance their performance, and reinvigorate their entrepreneurial spirit to better serve customers. In doing so, this research not only underscores the adaptability and resilience of these women but also contributes to the broader literature on migrant women's

entrepreneurship, especially in the realms of tourism, management, and customer service.

The Role of Indonesian Cuisine

Cuisine serves as an essential non-verbal communication tool neglected in Indonesia's international strategy (Trihartono et al., 2020). Inspired by the successful use of food as a form of soft power by Asian middle-power countries like Thailand, the Indonesian government has recently recognized the potential of 'gastro-diplomacy'. The promotion of Indonesian cuisine abroad and the cultural potential of Indonesian restaurants have not received special attention from the government until recently (Yayusman et al., 2023).

However, this changed with the launch of the Wonderful Indonesia Co-Branding Programme in 2018 by the Ministry of Tourism and Creative Economy. Currently, the Indonesian government, under the Coordinating Ministry of Maritime and Investment Affairs, is formulating a gastro-diplomacy strategy called 'Indonesia Spice Up the World' (ISUTW). As a result of this initiative, spice exports are expected to increase from USD 1.2 billion in 2020 to USD 2 billion by 2024, and 4,000 Indonesian restaurants are expected to be established abroad (IDX Chanel, 2023; Yayusman et al., 2023).

In this context, the Indonesian restaurant industry in East Asia has emerged as a vibrant segment of the broader food service landscape (Wijaya, 2019). Increased cultural exchanges and the growing Indonesian diaspora in East Asian countries, including South Korea, Japan, Taiwan, and Hong Kong, are central to this development. The presence of these communities brings with it a strong demand for authentic Indonesian cuisine influenced by their rich cultural heritage (Yayusman et al., 2023).

The burgeoning interest in ethnic and foreign cuisines in East Asia, as reflected in several studies, positions Indonesian food uniquely. In addition to offering a culinary experience that is distinct from traditional East Asian cuisines, Indonesian cuisine has carved out a niche for itself (Ramadani et al., 2017).

There can be no doubt that the diaspora plays an important role in these trends. It has been noted by Levitt (1998) that migrants send more than just money home, but also ideas, behaviors, identities, and social capital. They transfer this knowledge from their host communities to their home

countries. Therefore, the opening of restaurants in host countries can be seen as a form of social remittance, benefiting both the diaspora and their home country (Levitt, 1998; Yayusman et al., 2023). By opening restaurants in host countries, Indonesia could potentially strengthen its identity and national brand and accelerate its economic development (Yayusman et al., 2023).

Lady-managed Restaurants

The phenomenon of woman-managed restaurants is a burgeoning area of academic interest, shedding light on the intersecting dynamics of gender, entrepreneurship, and the hospitality industry (Agrawal, 2017). Several empirical studies underscore the unique set of challenges that accompany the establishment and operation of restaurants managed by women, particularly migrant women who confront additional hurdles owing to cultural and linguistic disparities (Collins & Low, 2010).

In this discourse, the term "lady-managed" encompasses scenarios where women, frequently married to local men, are instrumental in the daily operational decisions and strategic management of restaurants, despite business registrations often being in their spouses' names for ease of local integration. Their roles span a broad spectrum, from supervising personnel and ensuring quality control to maintaining customer relations and preparing meals (Kitcharoen, 2007).

A perusal of relevant literature reveals an upswing in women's participation in the restaurant industry. As a result, women also face a wide array of challenges, including societal expectations, work-life concerns, access to capital, and navigating bureaucratic intricacies (Brown, 2014; Peshave & Gupta, 2017). Despite these adversities, a growing body of evidence indicates the successful navigation of these challenges by numerous women-led restaurants, with their distinctive managerial approach, lauded as a significant contribution to the sector (Brown, 2014).

Online Reviews

Another salient aspect discussed in contemporary literature is the profound influence of online reviews on the restaurant industry. The digital age has seen online customer feedback evolve into a powerful determinant of restaurant success, shaping potential customers' perceptions and influencing their dining choices (Salehi-Esfahani et al., 2016).

Consequently, adept management of online reputation has emerged as a pivotal success factor for women-managed restaurants (Oh & Kim, 2020).

Previous scholars have examined online reviews, or word-of-mouth (WOM), as a strong determinant of reputation or image, especially in entrepreneurial fields. Prior research indicates that entrepreneurs act as the spokespersons for their organizations. WOM related to entrepreneurs influences their personal image, and this personal image significantly impacts their corporate image (Yuan et al., 2017; Yuan & Peluso, 2019). Online reviews play a crucial role in brand evaluation, particularly from the perspective of language structure (Yuan & Peluso, 2019).

Building upon these existing scholars, the present study seeks to explore the experiences of Indonesian migrant women managing restaurants in South Korea, Taiwan, Hongkong and Japan. It focuses on the role of online reviews. By doing so, it aspires to enrich the existing literature and offer novel insights into the nexus of gender, entrepreneurship, and marketing in the hospitality sector.

Research Methods

In today's digital age, when the internet has become an integral part of our lives, the importance of online reviews has continued to grow (Handani et al., 2022). As an illustration, Figure 1 provides a typical example of these reviews, specifically from a restaurant managed by a woman. In this example, guests mention the lady boss indicated that these restaurants are managed by women. Nowadays, it's crucial to examine a product's or service's online reviews prior to purchasing it (Budiharseno et al., 2023). Consequently, restaurants' popularity is heavily influenced by online reviews, which are typically posted by customers after their dining experience. As a result, a significant number of negative reviews can quickly harm a restaurant's reputation (Trivedi et al., 2022).

In order to achieve the objectives of this study, the data was obtained from Google reviews due to their public accessibility (Handani et al., 2022). Google reviews, being one of the most widely used platforms for business reviews, offers a rich dataset that reflects genuine customer experiences and sentiments. The platform's widespread adoption by users across various demographics and geographies ensures a diverse and comprehensive set of reviews, making it a valuable source for academic research (Alzboun et al., 2023; McIlroy et al., 2016). Furthermore, the transparency and openness of

Google reviews allow researchers to access and analyze data without significant barriers, ensuring the reliability and authenticity of the data collected.

Figure 1: Screenshot of online review
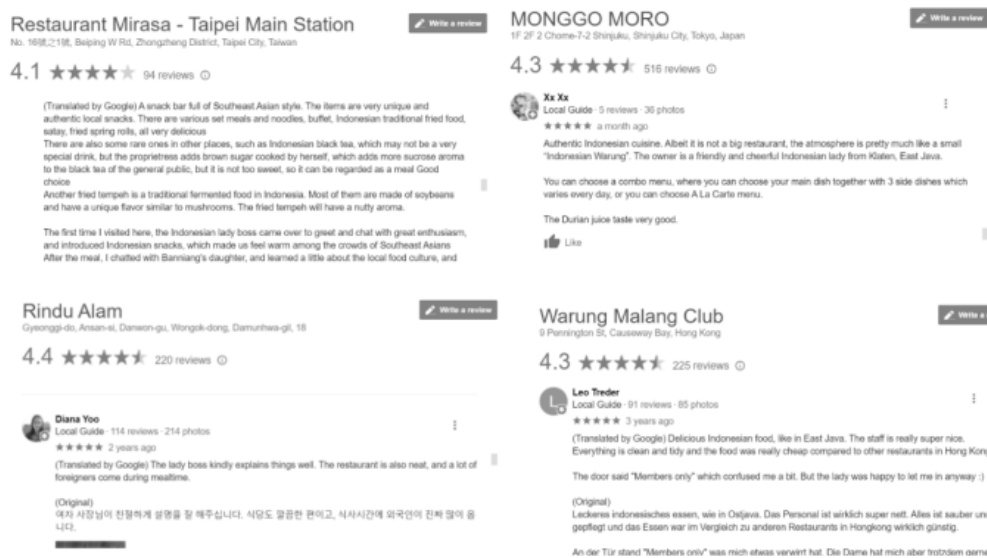
Source: Google

This study developed a web scraping tool to collect restaurant reviews from 2016 to 2023 for woman-managed restaurants in Hong Kong, Taiwan, Japan and South Korea. Specifically, this study utilized Outscraper to collect data from Google reviews, which is an API tool to scrape social media data (Budiharseno et al., 2023; Park et al., 2022). Each review contains information regarding the content and rating of the review. Approximately two thousand reviews were collected from woman-managed restaurants in these four countries.

Following this, data cleaning was performed on reviews that did not contain review content. Furthermore, we removed reviews that did not contain any actual comments or did not contain important information. This resulted in 1,316 reviews suitable for further analysis. The data was then analyzed using KH Coder, a quantitative text-mining program (Higuchi, 2016). The KH Coder allows users to create a network containing words that display similar appearance patterns, that is, words that are likely to
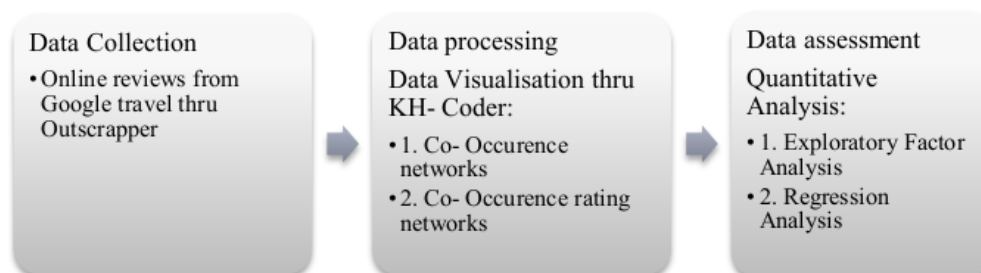
occur simultaneously within the same content (Budiharseno et al., 2023; Higuchi, 2016).

According to Table 1, the 20 restaurants were selected based on the presence of words such as "lady'' or "woman'' and comments indicating that the restaurants were managed by women. For instance, comments like "The first time I visited here, the Indonesian lady boss came over to greet and chat with great enthusiasm" and "The owner is a friendly and cheerful Indonesian lady from Klaten, East Java" can also be seen in Figure 1. Specifically, restaurants in Korea were directly observed to determine whether the owner is a woman herself or the wife of a local resident.

The study used KH Coder software to process and analyze 1,316 data using co-occurrence network analysis, and then developed a co-occurrence network based on review ratings. As part of the first phase of the analysis, a co-occurrence network was constructed in order to gain a better understanding of the relationships between the words within the reviews. Based on this approach, we were able to visualize how terms related to one another in the context of woman-managed restaurant reviews. Patterns and themes were revealed by the network, providing valuable insight into the aspects of dining experiences that were most discussed by consumers.

Following this, this study implemented a co-occurrence network based on review ratings to further refine our understanding. In the second phase of the analysis, exploratory factor analysis (EFA) and regression linear were identified. Essentially, it enabled us to determine if there were specific terms or themes that appeared more frequently in higher or lower-rated reviews, which is also a significant factor that impacts customer satisfaction. Thus, Figure 2 illustrates the research process in more detail.

Figure 2: Research Flow

Data Collection
- Online reviews from Google travel thru Outscrapper

Data processing
Data Visualisation thru KH- Coder:
- 1. Co- Occurence networks
- 2. Co- Occurence rating networks

Data assessment
Quantitative Analysis:
- 1. Exploratory Factor Analysis
- 2. Regression Analysis

Source: Authors

Research Results and Discussion

Results

Table 1 presents the results of this study, which utilized data from 20 Indonesian restaurants managed by women located in South Korea, Japan, Taiwan, and Hong Kong. A total of 1,316 online reviews were analyzed. The overall average rating for these establishments is 4.3 out of 5, which suggests a high level of customer satisfaction. A deeper look at Table 1 reveals that Warung Lea Indonesia received the highest rating of 4.7, indicating extremely positive customer feedback. On the other hand, Ratnasari Resto in Taiwan received the lowest rating of 3.6. Despite the lower rating, it is worthwhile to note that this is still above the median score (3), indicating a generally positive response from customers, albeit with room for improvement.

Table 1: Restaurant reviews and ratings

No	Restaurant name	Location	Number of reviews	Average Rating
1	BINTANG RESTO (Restaurant Indonesia)	South Korea	8	4.6
2	Warung Makan Borobudur	South Korea	16	4.3
3	Rindu Kampoeng - Indonesian Restaurant	South Korea	2	4.3
4	Warung Jaya Mbak Tia	South Korea	66	4.5
5	Warung Lea Indonesia	South Korea	12	4.7
6	Rindu Alam	South Korea	53	4.4
7	WARUNG MBOK MUMUN	South Korea	38	4.4
8	Warteg Bahari Indonesia	South Korea	12	4.3
9	Restaurant Mirasa - Taipei Main Station	Taiwan	41	4.1
10	Resto yani	Taiwan	32	4.2
11	RUMAH MAKAN NITA INDO AREMA 茗捷印尼餐廳	Taiwan	137	4.2
12	RM. BU Yeti Indonesian Restaurant 爪哇真美食小吃店	Taiwan	81	4.3
13	Ratnasari Resto	Taiwan	107	3.6
14	LESEHAN MBOK TIWUL	Taiwan	34	4.2
15	Maya Warung Indonesia	Taiwan	17	4.2

No	Restaurant name	Location	Number of reviews	Average Rating
16	Resto Halal KENDEDES 肯佳亞印尼商店	Taiwan	38	4.3
17	RM. APA KABAR INDONESIA 您好印尼美食小吃	Taiwan	244	4.1
18	MONGGO MORO	Japan	250	4.3
19	Warung Jawa	Japan	37	4.3
20	Warung Malang Club	Hongkong	91	4.3
	Total review		1,316	
	Total average rating		**4.3**	

Source: Authors

In Table 2, the 90 most frequent terms were identified, categorized, and presented. "Food," appearing 712 times, emerged as the most frequent term, aligning with this study's focus on restaurants and cuisine. The terms "Indonesian" and "delicious" followed in second and third positions, with frequencies of 586 and 416, respectively. Meanwhile, "lady," a term of primary interest in our investigation, appeared in the eighty-fourth position with a frequency of 26 occurrences. The use of top-frequency keywords to identify prevalent terms in online reviews is a strategy employed in prior research (Handani et al., 2022, 2023). Word frequency statistics, derived from online reviews, provide a method to determine common terms and sentiments. Therefore, this study aims to identify relevant keywords concerning woman-managed restaurants in East Asia, with the frequency of these words providing key insights into the main topic of the study (Q. Zhong et al., 2019).

Table 2: Frequency of top keyword

No	Words	Frequency	No	Words	Frequency	No	Words	Frequency
1	food	712	31	bad	55	61	comfortable	35
2	Indonesian	586	32	portion	55	62	affordable	33
3	delicious	416	33	best	54	63	high	33
4	price	292	34	fried	54	64	Japanese	33
5	good	256	35	sauce	54	65	meatball	33
6	taste	256	36	shop	54	66	style	33
7	dish	223	37	soup	54	67	ball	32

No	Words	Frequency	No	Words	Frequency	No	Words	Frequency
8	restaurant	196	38	super	54	68	drink	32
9	rice	183	39	clean	53	69	fish	30
10	place	182	40	owner	53	70	sweet	30
11	enak	156	41	small	53	71	spice	28
12	expensive	133	42	boss	52	72	free	27
13	time	121	43	staff	51	73	friend	27
14	friendly	118	44	cheap	49	74	sambal	27
15	service	113	45	yen	46	75	special	27
16	authentic	102	46	satay	45	76	vegetable	27
17	spicy	97	47	meat	43	77	warteg	27
18	beef	95	48	plate	43	78	atmosphere	26
19	halal	92	49	spicy	43	79	better	26
20	chicken	86	50	tasty	43	80	chili	26
21	buffet	85	51	local	42	81	complete	26
22	meal	78	52	Taiwanese	42	82	flavor	26
23	people	74	53	first	41	83	ingredient	26
24	nice	70	54	order	41	84	lady	26
25	cuisine	64	55	home	39	85	lunch	26
26	noodle	64	56	snack	39	86	tea	26
27	store	61	57	rendang	38	87	worth	26
28	many	59	58	duck	37	88	yuan	26
29	great	58	59	full	36	89	cooking	25
30	customer	56	60	more	36	90	reasonable	25

Source: Authors

Upon conducting the co-occurrence network analysis depicted in Figure 3, this research identified several primary themes within woman-managed restaurant reviews. The analysis resulted in thirteen distinct clusters:

1. Cluster 1 pertains to food and menu items, particularly local Indonesian dishes like rendang, meatball, and satay. It encompasses terms related to various ingredients and food types, including soup, beef, chicken, rice, noodles, fish, chili, and more. This suggests a rich diversity in food offerings.

2. Cluster 2 relates to the perceived value offered by the restaurants, with terms such as price, reasonable, expensive, bad, better, customer, and staff playing prominent roles. This suggests an

evaluation of the overall customer experience beyond just the food itself.

3. Cluster 3 emphasizes Indonesian restaurants. Keywords in this cluster include Indonesian, restaurant, halal, taste, and authentic. Interestingly, the term "lady" also appears in this cluster, suggesting a potential link between female management and restaurant authenticity.

4. Cluster 4 delves into the theme of portion size offered in these 20 Indonesian restaurants, indicating the importance customers place on food quantity.

5. Cluster 5 establishes a connection between the words "shop" and "complete," possibly referring to the comprehensiveness of menu offerings or the availability of diverse dishes at these restaurants.

6. Cluster 6 concerns lighter meal options, revealing connections between words such as snack, meal, spicy, and sambal. This suggests the variety and diversity of menu offerings.

7. Cluster 7 pertains to money or currency, with words such as yen and yuan appearing in the reviews. This may reflect discussions around meal costs or value for money. This is particularly true given the diversity of locations in the data set, which spans South Korea, Japan, Taiwan, and Hong Kong.

8. Cluster 8 establishes a link between "spice" and "more," potentially indicating customer interest in dishes with more spice or a demand for more spice options.

9. Cluster 9 draws a connection between the words "great" and "full," possibly reflecting customer satisfaction with the dining experience, including both food and service quality.

10. Cluster 10 highlights the role of the restaurant owner, suggesting that the interaction between customers and the owner can significantly impact the overall dining experience.

11. Cluster 11 underscores the novelty of some customers' experiences. It suggests that the terms "time" and "first" are connected, possibly referring to first-time visits to these restaurants.

12. Cluster 12 indicates that specific times for placing orders at the restaurant could be a noteworthy aspect, as evidenced by the connection between the words "order" and "hour."

13. Finally, Cluster 13 hints at overall customer satisfaction. The connected terms "many" and "kind" could suggest that a significant number of customers have had enjoyable experiences at these restaurants.

In essence, these thirteen clusters provide a comprehensive insight into various aspects of the customer experience at woman-managed restaurants across different regions in Asia. The depth of these clusters suggests that customer satisfaction elements extend beyond just the food. This includes factors like value for money, portion size, restaurant ownership, and the overall dining experience.

Figure 3: Co-occurrence network results

Source: Authors

In Figure 4, the co-occurrence network is based on review ratings, which serve as the primary variable or heading for each segment. The inner circle, representing 4-star and 5-star ratings, reveals significant associations between several key terms, namely "nice", "Indonesian", "food", "tasty", and "place". This indicates that patrons who rate restaurants with 4 or 5 stars

frequently use these positive terms in their reviews. This highlights the pleasant aspects of their dining experience.

Figure 4: Co-occurrence rating results
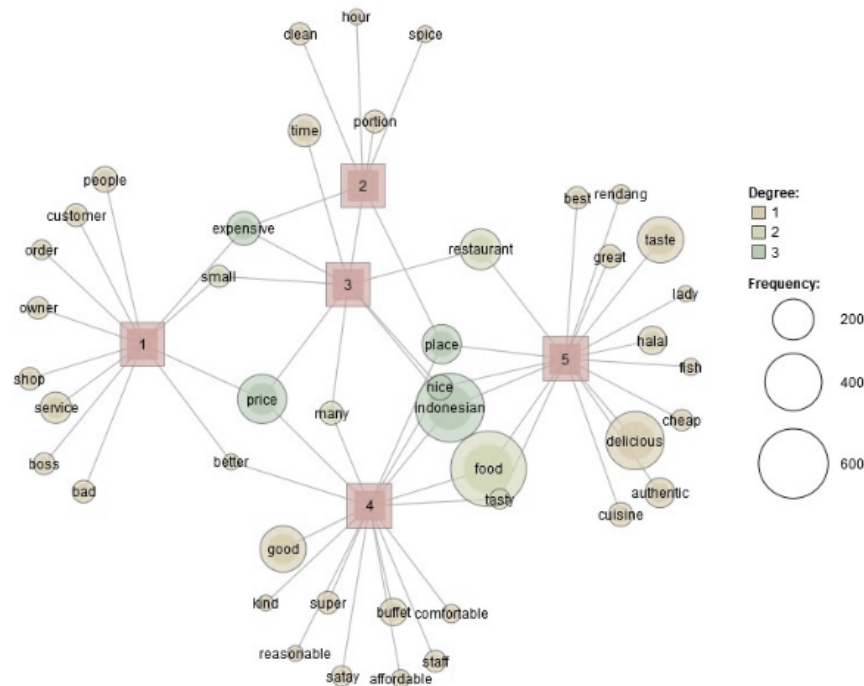
Source: Authors

Based on Table 3, and with a KMO (Kaiser Meyer Olkin) value of 0.694, which exceeds the threshold of 0.6 (Effendi et al., 2019; Feng & Chen, 2020), it can be concluded that the application of factor analysis was appropriate for this investigation. Bartlett's test yielded an X^2 parameter of 11412.88, and the overall significance of the correlation matrix was found to be less than 0.001 (p < 0.01), suggesting that the data did not form an identity matrix and that the distribution of the data was multivariate normal (Niu et al., 2022). This result also indicates the multivariate normal distribution of the data, thereby justifying the utilization of exploratory factor analysis (EFA). The factor analysis revealed that the thirteen factors used are appropriate for further analysis. Initially, 63 words were derived from co-occurrence results, and after applying factor loading and using a minimum coefficient of 0.4 as the threshold (Hair et al., 2019), 42 words

were deemed appropriate for use as a result of the EFA. Meanwhile, Cronbach's alpha (α) was used as a measure to calculate the internal consistency of the assessment instrument. The values of Cronbach's alpha in this study ranged between 0.6 and 0.8, which is considered acceptable (Shi et al., 2012).

Table 3: Result of the factor analysis

	Words	Factor Loading	Cronbach α
Factor 1	lady	0.84	0.727
	Indonesia	0.716	
	owner	0.7	
	authentic	0.69	
	restaurant	0.673	
	food	0.523	
Factor 2	meatball	0.897	0.861
	meat	0.878	
	satay	0.825	
	ball	0.696	
Factor 3	soup	0.749	0.621
	beef	0.689	
	noodle	0.669	
Factor 4	price	0.882	0.684
	rice	0.826	
	affordable	0.484	
Factor 5	expensive	0.633	0.64
	more	0.58	
	yuan	0.577	
	buffet	0.539	
Factor 6	yen	0.721	0.649
	lunch	0.618	
	plate	0.605	
Factor 7	chili	0.749	0.648
	sauce	0.71	
	spicy	0.481	
Factor 8	first	0.738	0.647
	time	0.648	
	people	0.559	
Factor 9	large	0.778	0.647
	portion	0.703	
Factor 10	place	0.697	0.63

	Words	Factor Loading	Cronbach α
	comfortable	0.606	
	friendly	0.485	
	service	0.464	
Factor 11	staff	0.72	0.63
	nice	0.644	
Factor 12	long	0.618	0.629
	worth	0.579	
	hour	0.548	
Factor 13	rendang	0.633	0.614
	best	0.501	
KMO (Kaiser Meyer Olkin) = 0. 694			
Bartlett's chi-square (p) = 11412.88 p< 0.001)			

Source: Authors' calculation

Following the factor analysis, linear regression was employed to investigate the level of customer satisfaction, as can be shown in Table 4. Furthermore, linear regression was used after the factor analysis to analyze guest experiences and satisfaction. Factor 1, Factor 2, Factor 3, Factor 4, Factor 5, Factor 6, Factor 7, Factor 8, Factor 9, Factor 10, Factor 11, Factor 12 and Factor 13 are the thirteen independent variables that are used in the linear regression analysis. The total variation that could be attributed to these thirteen categories was 14.2% ($R^2 = 0.142$). There are many factors that can influence customer satisfaction, but they were not included in the thirteen clusters due to their low frequency in the collected data; the correlations between independent and dependent variables were relatively low. This is because of the many factors that can affect customer satisfaction. It seems hard to incorporate all of the relevant factors when examining output variables from text mining data, such as customer opinion. According to previous studies, the R^2 value may be rather low (Handani & Kim, 2023; Kim & Noh, 2019).

Table 4: Result of linear regression analysis

	Unstandardized Coefficients		Standardized Coefficients	t
	β	Std. error	β	
(Constant)	4.027	0.034		118.196
Factor 1 (F1)	0.111	0.034	0.083	3.255 **
Factor 2 (F2)	0.011	0.034	0.008	0.329
Factor 3 (F3)	0.092	0.034	0.069	2.707 **
Factor 4 (F4)	-0.158	0.034	-0.119	-4.628 **
Factor 5 (F5)	-0.36	0.034	-0.271	-10.576 **
Factor 6 (F6)	-0.115	0.034	-0.086	-3.364 **
Factor 7 (F7)	0.172	0.034	0.13	5.056 **
Factor 8 (F8)	-0.123	0.034	-0.092	-3.596 **
Factor 9 (F9)	-0.033	0.034	-0.025	-0.982
Factor 10 (F10)	0.088	0.034	0.066	2.585 **
Factor 11 (F11)	0.045	0.034	0.034	1.334
Factor 12 (F12)	-0.082	0.034	-0.061	-2.399 *
Factor 13 (F13)	0.007	0.034	0.006	0.218

Notes: Dependent variable: Customer Satisfaction (CS); $R^2 = 0.142$; adjusted $R^2 = 0.134$; **$p < 0.01$; *$p < 0.05$.

Source: Authors' calculation

"Factor 1 (F1, β=0.083, p <0.01)", "Factor 2 (F2, β=0.008, not significant)", "Factor 3 (F3, β=0.069, p <0.01)", "Factor 4 (F4, β = -0.119, p <0.01)" , "Factor 5 (F5, β = -0.271, p <0.01)" , "Factor 6 (F6, β = -0.086, p <0.01)" , "Factor 7 (F7, β = 0.13, p <0.01)" , "Factor 8 (F8, β = -0.092, p <0.01)" , "Factor 9 (F9, β = -0.025, not significant)" , "Factor 10 (F10, β = 0.066, p <0.01)" , "Factor 11 (F11, β = 0.034, not significant)" , "Factor 12 (F12, β = -0.061, p <0.05)" and "Factor 13 (F13, β = 0.218, not significant)".

Based on the standardized β, the regression equation is:

$$CS = 4.027 + 0.083\ F1** + 0.069\ F3** - 0.119\ F4** - 0.271\ F5** - 0.086\ F6** + 0.13\ F7** - 0.092\ F8** + 0.066\ F10** - 0.061\ F12* \qquad (1)$$

Discussion

Online reviews have increasingly become a vital tool for businesses, especially in the realm of entrepreneurship, to understand the customer's perspective. They offer direct insights into what customers appreciate and what they believe needs improvement. Such feedback, when acted upon, can significantly enhance the image of a brand or entrepreneur, leading to increased trust and loyalty among customers. Studies have shown that online reviews play a pivotal role in shaping brand image and can significantly influence consumer purchasing decisions (Z. Zhang et al., 2010).

The power of online reviews is evident in the results of this study. The term "lady" being associated with a 5-star rating suggests a potential positive link between female management and high customer satisfaction. This observation might be indicative of the unique strengths women bring to the management of these establishments. The positive feedback, as reflected in the reviews, can significantly bolster the brand image of these establishments, leading to a high-quality dining experience that resonates positively with customers.

In the same co-occurrence network, the term "expensive" is linked to ratings of 1, 2, and 3. Similarly, the term "small" - potentially referring to portion sizes - is connected with ratings of 1 and 3. Interestingly, the word "price" is associated with ratings of 1, 3, and 4, which implies a broad spectrum of sentiments towards pricing, indicative of its relative nature. These connections underscore the influence of pricing and perceived value on dining experiences. Notably, the term "expensive" aligned with lower ratings suggests dissatisfaction due to high costs or inadequate value for money. Similarly, "small" associated with lower ratings may be indicative of portion dissatisfaction.

To substantiate these findings, Exploratory Factor Analysis (EFA) and regression analysis were employed. Thirteen factors, derived from words identified through KH Coder Co-occurrence analysis, were deemed suitable for regression analysis. In this process, 21 words that were not significant were omitted from the thirteen variables. The words "lady" and "owner," which are pertinent to this research, are included in Factor 1, exerting a positive and significant impact on customer satisfaction. Factor 2, related to the menu; Factor 9, associated with portion and size; Factor 11, pertaining to staff; and Factor 13, which relates to the popular Indonesian food

'rendang,' were not found to be significant with customer satisfaction for various reasons. Factors 4, 5, and 6 are related to price and expense and are negatively significant, corroborating the results from the KH Coder rating result. Factor 8, associated with first-time visits, and Factor 12, related to long waiting times due to the duration taken to serve the food, as indicated in a review: "The food is delicious, it's just a bit long to wait for the food," also played a role in the analysis. Consequently, the results of the statistical analysis support our KH-Coder analysis.

It is evident that careful pricing strategies and portion size considerations are essential for restaurant owners and managers. Striking a balance between offering value for money while ensuring a high-quality dining experience is challenging but crucial. By addressing concerns about pricing and portion sizes, restaurant owners could potentially enhance customer satisfaction, leading to better ratings and improved reviews. Furthermore, these insights also provide a chance to reassess and adjust menu offerings, portion sizes, and pricing (Y. Zhong & Moon, 2020). This makes them more in line with customer expectations. This not only improves the immediate customer expectations but also strengthens the overall brand image in the long run. Listening to and acting on customer feedback can play a crucial role in a restaurant's success and reputation (Oh & Kim, 2020).

Meanwhile, previous studies have also incorporated online reviews in their research, albeit with different methodologies. For instance, Handani & Kim (2023) employed the CONCOR method to analyze online reviews for halal restaurants in Korea. Their study focused on identifying patterns and themes within the reviews to understand customer preferences and sentiments towards halal dining experiences in a non-majority Muslim country. On the other hand, Berezina et al. (2016) adopted a similar approach in terms of comparing positive and negative reviews but utilized the CATPAC software for their analysis. Their research aimed to understand the nuances between positive and negative feedback and how these insights could be leveraged by businesses to improve their services.

This research specifically opted for the KH Coder for several reasons. Firstly, KH Coder offers a comprehensive suite of tools for quantitative content analysis, allowing for a more in-depth exploration of the data. Its capabilities in handling large datasets and performing advanced statistical analyses make it a suitable choice for this study. Additionally, KH Coder's user-friendly interface and visualization tools enable researchers to interpret

results more intuitively and present findings in a more digestible format. Furthermore, its ability to handle multiple languages, including Indonesian and East Asian languages, was crucial given the diverse range of reviews analyzed in this study (Budiharseno et al., 2023; Higuchi, 2016). Lastly, using the KH Coder, this study was able to identify which words significantly impacted both high ratings (4 and 5) and low ratings (1, 2, and 3). Additionally, this study employed Exploratory Factor Analysis (EFA) and regression analysis to validate the data derived from the KH Coder and to perform statistical testing to ensure the reliability and validity of the findings. The integration of EFA and regression analysis not only provided a robust methodological approach but also enhanced the depth and rigor of the analysis, ensuring that the insights gleaned were both statistically significant and substantiated by the textual data from the reviews (Handani & Kim, 2023; X. Zhang & Kim, 2021). This multi-faceted approach, combining text mining and statistical analysis, thereby provides a comprehensive and reliable exploration into the factors influencing customer satisfaction, paving the way for future research and practical implications in the field.

Conclusions and Implications

The findings of this study hold substantial theoretical and practical implications for customer behavior and restaurant management, with a particular emphasis on restaurants managed by women. Theoretically, this study expands upon existing literature in the realm of customer satisfaction and female management in the restaurant industry, a relatively underexplored area of research (Koc, 2020).

A significant finding from the study is the overall high rating of 4.3 out of 5 across all 20 restaurants. This suggests a high level of customer satisfaction at these establishments, indicating effective management and quality service. This supports the theoretical implication that gender can play a role in managerial effectiveness, particularly in the hospitality industry, where interpersonal skills and attention to detail are paramount (Estiri et al., 2018).

On a practical level, the high overall rating provides encouragement for current and future female restaurant owners, showing that women-led establishments can indeed thrive in a competitive market. The data should act as a motivator for female entrepreneurs in the hospitality industry,

serving as evidence that their establishments can not only meet but also exceed customer expectations.

However, it is also crucial to note the variation in ratings among the restaurants, with Warung Lea Indonesia achieving a high of 4.7 and Ratnasari Resto in Taiwan earning the lowest at 3.6. This indicates room for improvement, even within generally well-rated establishments. Managers can utilize customer feedback to identify areas for improvement, an essential aspect of maintaining and improving customer satisfaction levels, especially regarding price and time for serving the food.

Furthermore, the detailed exploration of the clusters helps further break down areas of focus for restaurant managers. They provide practical insights into what customers value most in their dining experience, which managers can address directly to improve their offerings. The factors influencing these ratings include not only the taste and variety of food but also aspects such as portion size, pricing, and the restaurant owner's active presence.

Ultimately, the high overall ratings across the restaurants in this study validate the capability of women as effective restaurant managers and as facilitators of cross-cultural culinary exchange. The high ratings received by these women-led Indonesian restaurants in East Asia not only reflect the managerial competence of these women but also their success in promoting Indonesian cuisine abroad. This provides a solid base for both theoretical expansion and practical application in the realms of female entrepreneurship within the restaurant industry and gastro-diplomacy.

However, several limitations should be acknowledged. The study's focus on Indonesian lady-managed restaurants in East Asia suggests that the findings may not be generalizable to other cultural or regional contexts. Given that reviews are likely written in multiple languages, there is potential for nuances or idiomatic expressions to be missed or misinterpreted. Additionally, the temporal scope of the study offers a snapshot in time, meaning that customer preferences, restaurant management practices, and the nature of online review platforms might evolve. Nevertheless, online reviews remain a valuable tool for scholarly research. Future studies can build on these insights, delving deeper into the intricacies of women's leadership in the hospitality sector and the role of restaurants in fostering cultural exchange and understanding. It may involve other countries or other subjects of women entrepreneurs based on online reviews.

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