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Editor-in-Chief

Journal of System and Management Sciences

Dear editor and reviewers

Thank you for your comments/suggestions on our manuscript entitled "An Empirical Studies on Customer' Satisfaction on Lean Management ". Here we submit the respond to specific comments of our revised article.

#Reviewer 1:

- **Clarify the Research Objectives:**
The paper lacks a clear statement of research objectives. It is essential to explicitly state the specific objectives of the empirical studies presented in the paper. Clarify whether the aim is to examine the overall relationship between lean management practices and customer satisfaction or to investigate the impact of specific lean practices on different dimensions of customer satisfaction. Providing clear research objectives will help readers understand the purpose and scope of the studies.

Answer: We have revised the article by clarify the research objective to identify and analyze overall relationship between the lean management tool application in restaurant located in Indonesia and Germany and the possible contribution to the improvement of customer satisfaction. Thank you for your comment.

- **Enhance the Literature Review:**
The literature review section should be expanded to provide a more comprehensive overview of the existing literature on lean management and its impact on customer satisfaction. The authors briefly mention the importance of lean management and customer satisfaction, but fail to provide a thorough synthesis of prior studies. Consider including relevant theoretical frameworks or models related to customer satisfaction and lean management to provide a solid foundation for the empirical studies. Additionally, ensure that the references cited are up-to-date and representative of the current state of the field.

Answer: We revised the article by adding relevant theoretical frameworks or models related to customer satisfaction and lean management, such as:

“In addition, the Lean management model involves the use of many techniques for improvement, such as 5S (Sort, Straighten, Shine, Standardize, and Self-discipline). This was one of the first techniques businesses used to implement lean management. 5S helps eliminate waste from poorly organized work areas (Meintjes & Janse van Rensburg, 2022) and kaizen methodology (Daradkeh *et al.*, 2023). Kaizen promotes and engages in continuous improvement through simple, incremental improvements. There may be long-term gains in terms of efficiency if this is implemented.”

“These indicators means including in customer satisfaction models (Mondo et al 20221; Thi My Hanh Le,)”

Thank you for your comment.

- **Provide Methodological Details:**

The manuscript lacks sufficient information regarding the methodology employed in the empirical studies. Provide a clear description of the research design, data collection methods, sample size, and sampling techniques used in each study. Clarify how customer satisfaction was measured and what specific lean management practices were investigated. Additionally, discuss any statistical techniques or models used to analyze the data and test the hypotheses. Providing these methodological details will improve the transparency and rigor of the studies.

Answer: We have revised the article by adding description of the research design, data collection methods, sample size, and sampling techniques used in each study, clarify how customer satisfaction was measured and what specific lean management practices were investigated, discuss any statistical techniques or models used to analyze the data and test the hypotheses. Its tabulated in table 1. Thank you for your comment.

- **Present and Discuss Findings:**

The presentation of the empirical findings should be improved. Clearly present the results of each study, including any statistical measures of significance or effect sizes. Ensure that the findings are aligned with the research objectives and hypotheses stated earlier in the paper. Use tables, figures, or charts to enhance the clarity and visual representation of the results. Additionally, provide a comprehensive discussion of the implications of the findings for theory and practice, highlighting the key insights and contributions of each study.

Answer: We have revised the article with adding the present the results of each study, including any statistical measures of significance or effect size. Its tabulated in table 1. Thank you for your comment.

- **Consider Limitations and Future Research:**

Acknowledge and discuss the limitations of the empirical studies presented in the paper. Identify any potential biases or constraints that may have influenced the results. Additionally, provide suggestions for future research directions to address the limitations and further explore the relationship between lean management and customer satisfaction. Consider discussing the applicability of the findings to different industries or contexts and identify potential avenues for further investigation.

Answer: We have adding the limitation and future research direction according to our research in introduction section. We write:

“The limitation of this study such as the sample size, as it collects questionnaire data from restaurants in Indonesia and Germany, which is a small sample size that may affect the generalizability of the findings to a larger population of restaurants. The study's results may be

specific to the restaurant industry in Indonesia and Germany and may not apply to restaurants in other countries or regions. Cultural, social, and economic factors may influence the implementation and effectiveness of lean management tools in different contexts. Time constraints may limit the ability to capture long-term effects and current trends (in COVID-19) in using lean management tools and customer satisfaction.”

“Future research could examine the application of lean management principles and their impact on customer satisfaction in other industries, such as manufacturing, healthcare, or retail. This will help determine the transferability of lean management practices across industries. To capture long-term effects and trends in the application of lean management and its impact on customer satisfaction, longitudinal studies can be conducted. By observing changes over time, researchers can gain insight into the sustainability and effectiveness of lean management practices in improving customer satisfaction. While the current study focused on customer satisfaction, future research could examine other outcome variables such as employee satisfaction, operational performance, or financial indicators. This will help assess the broader impact of lean management practices on different aspects of the organization.”

Thank you for your comment.

- **Language and Presentation:**
The manuscript would benefit from a thorough language edit to improve clarity, grammar, and overall readability. Some sentences are unclear or contain grammatical errors that hinder understanding. It is recommended to carefully proofread the manuscript to ensure a polished and professional presentation.

Answer: We have proofreading the article using the help of Grammarly software. Thank you for your comment.

#Reviewer 2

- The title is not good. You should consider to change it as ‘an empirical study on Customers’ Satisfaction on Lean Management’. There is only one study.

Answer: We have revised the title of our article according to your suggestion. Thank you for your comment.

- Please polish the language of your paper. I have tried to help you for the abstract part, which look good.” *The concept of lean management emerged in the 1990s, primarily championed by prominent automotive companies such as Ford and Toyota. Lean management focuses on the continuous reduction of waste within production processes to enhance productivity, increase customer satisfaction, and gain a competitive edge in the market. Recognizing the advantages associated with lean management, this research paper aims to explore the direct relationship between the implementation of lean management tools and customer satisfaction within the restaurant industry. The study collected data through a questionnaire distributed among selected Indonesian and German restaurants. The data analysis involved utilizing software such as SPSS and AMOS, and structural*

equation modeling (SEM) was employed to test the hypotheses of the research model. The findings reveal a significant positive correlation of 74% between lean management practices in restaurants and customer satisfaction. Among the sub-variables, price and value fairness (PVF) exhibited the strongest correlation of 77% with customer satisfaction, surpassing other factors. Furthermore, the layout of the restaurant had a notable impact on lean management implementation, accounting for 68% of the observed effects.’ You please check other parts.

Answer: We have revised the abstract section according to your suggestion. We also ensure for checking the other parts by proofreading it with the help of Grammarly software. Thank you for your comment.

- In the introduction section, you should summarize the gaps of existing literature, then present you aim to do.

Answer: We have ensure that we summarize the gaps of the existing literature and then present our research objective (aim). The gaps of the existing literature based in table 1 is However, a comprehensive of lean management tool implemented in restaurant, including takt time, defects, store layout, people involvement and standardization) towards customer satisfaction involves these indicators such as atmosphere, food and beverage quality, food and beverage variety, service quality, price & value fairness, have not clearly studied in the previous studies and would be performed in this research work. These indicators means including in customer satisfaction models (Mondo et al 2022i; Thi My Hanh Le,). After that, we main can tell that objective is to identify and analyze overall relationship between the lean management tool application in restaurant located in Indonesia and Germany and the possible contribution to the improvement of customer satisfaction. Thank you for your comment.

- What is the limitation of your study?

Answer: We have added the limitation of our study. We write: “The limitation of this study such as the sample size, as it collects questionnaire data from restaurants in Indonesia and Germany, which is a small sample size that may affect the generalizability of the findings to a larger population of restaurants. The study's results may be specific to the restaurant industry in Indonesia and Germany and may not apply to restaurants in other countries or regions. Cultural, social, and economic factors may influence the implementation and effectiveness of lean management tools in different contexts. Time constraints may limit the ability to capture long-term effects and current trends (in COVID-19) in using lean management tools and customer satisfaction”.

Thank you for your comment.

- Other comments include:

Please proofread and correct some of the language errors.

Answer: We have proofread and correct of the language error by using the help of Grammarly software. Thank you for your comment.

- Please check carefully about the subtitles of each section.

Answer: We have checked and ensure carefully about the subtitles of each section. Thank you for your comment.

- Please include some references from JSMS, JLISS, technical gazette and JSISD (www.aasmr.org/sisd)

Answer: We have added some relevant literature from mentioned journal such as:

Song Y. Kim H. & Choi M., (2022), Crisis Management During The COVID-19 Pandemic: A Case Study Of Ctrip, *Journal of System and Management Sciences*, vol. 12, no. 4, 69-84.

Ding H. & Jiang L., (2014), Business Model And Mobile Marketing Strategy Of Online To Offline : An Exploratory Study, *Journal of Logistics, Informatics and Service Science*, vol. 1, no. 2, 1-9.

Repurchase Through Relationship Quality: Focusing On Korean Coffee, *Journal of Logistics, Informatics and Service Science*, vol. 9, no. 2, 82-99.

Özkan B. & Noyan Tekeli F., (2022), The Effect Of Interaction And Product Quality On Customer Satisfaction: Multi-Group Structural Equation Modelling, *Tehnicki Vjesnik*, vol. 29, no. 6, 1876-1882.

Burinskienė A., (2022), The Application Of Business Models In Trading Companies, *Journal of Service, Innovation and Sustainable Development*, vol. 3, no. 1, 14-30.

Thank you for your comment.

- Format your paper according to the template of the journal.

Answer: We have formatting our article according to the given template. Thank you for your comment.

We hope that we able to participate in the multiple revisions required in the mentoring process. Thank you for your generosity

Best Regard