

Interpersonal Communication and Customer Satisfaction: Evidence from a Premium Café in Surabaya

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abstract

The rapid growth of cafes in Surabaya has led to intense competition, making high-quality service and pleasant communication essential. This study examines the effect of employee interpersonal communication on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya. The population includes all customers who have directly interacted with employees, with a sample of 100 respondents selected through purposive sampling based on age, visit frequency, direct interaction, willingness to participate, and residence. Data were collected using online questionnaires and analyzed with simple linear regression in SPSS. Results indicate that interpersonal communication has a positive and significant effect on customer satisfaction, with a regression coefficient of 0.553, significance value of 0.028, and coefficient of determination of 0.804. Descriptive analysis showed a mean score of 4.335 in the strongly agree category. Findings confirm that interpersonal communication is a key factor in enhancing customer satisfaction in premium cafes.

abstrak

Pertumbuhan industri kafe di Surabaya menimbulkan persaingan ketat sehingga pelayanan yang berkualitas dan komunikasi yang menyenangkan menjadi penting. Penelitian ini meneliti pengaruh komunikasi interpersonal karyawan terhadap kepuasan pelanggan di Toby's Estate Pakuwon Mall Surabaya. Populasi penelitian adalah seluruh pelanggan yang pernah berinteraksi langsung dengan karyawan, dengan sampel 100 responden yang dipilih menggunakan purposive sampling berdasarkan kriteria usia, frekuensi kunjungan, interaksi, kesediaan berpartisipasi, dan domisili. Data dikumpulkan melalui kuesioner daring dan dianalisis menggunakan regresi linear sederhana dengan SPSS. Hasil menunjukkan komunikasi interpersonal memiliki pengaruh positif dan signifikan terhadap kepuasan pelanggan, dengan koefisien regresi 0,553, nilai signifikansi 0,028, dan koefisien determinasi 0,804. Analisis deskriptif menampilkan rata-rata 4,335 pada kategori sangat setuju. Temuan ini menegaskan bahwa komunikasi interpersonal merupakan faktor penting dalam meningkatkan kepuasan pelanggan di kafe premium.

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1. Introduction

Interpersonal communication is a process of exchanging meaning and information between two or more individuals, which can occur either directly or indirectly, with the purpose of building shared understanding and strengthening social relationships. In this process, each individual simultaneously acts as both a sender and a receiver of messages, making communication essentially transactional (DeVito, 2013). In the service industry, particularly in the café and restaurant business, interpersonal communication plays a significant role in creating positive customer experiences. Interactions between employees and customers are not limited to conveying product-related information but also involve building emotional connections that influence customers' perceptions of service quality. When employees are able to listen attentively, respond appropriately, and demonstrate friendliness and empathy, customers tend to feel valued, which ultimately increases their level of satisfaction (Firmansyah & Wongso, 2023). Several previous studies have shown that interpersonal communication has a significant effect on customer satisfaction. Research conducted by Firmansyah and Wongso indicates that interpersonal communication and service quality positively influence customer satisfaction at Toko Putra Harapan Pekanbaru (Firmansyah & Wongso, 2023).

Another study found that interpersonal communication contributes 60.2% to customer satisfaction in healthcare services at Puskesmas Ciderum (Handayani & Suryani, 2019). In addition, research by Handayani and Suryani highlights that interpersonal communication, employee performance, and the work environment significantly affect customer satisfaction through service quality (Handayani & Suryani, 2019). However, the rapid growth of the food and beverage industry has created new dynamics in consumer behavior. Customers in premium cafés tend to have higher service expectations compared to those in conventional culinary businesses. This condition raises the question of whether interpersonal communication remains a primary factor influencing customer satisfaction in the context of premium cafés. This phenomenon can also be observed in West Surabaya,

an area that has experienced rapid development in recent years. The area has evolved into a center of economic activity and modern lifestyle, marked by the increasing development of shopping centers, apartments, as well as various entertainment and culinary facilities (Elaine, 2024). One of the main activity centers in this area is Pakuwon Mall Surabaya, which is one of the largest shopping malls in Indonesia and offers a wide range of premium culinary options (Fadilah, 2025). One of the premium cafés located within this area is Toby's Estate Pakuwon Mall Surabaya, which is part of an international café chain originating from Australia. Toby's Estate is globally recognized as one of the best coffee brands in the world and has received the World's Best Coffee Shop award at the World's 100 Best Coffee Shops Gala in Madrid, Spain, in 2025 (Tjendra & Wono, 2025). Despite having an international reputation, the global success of a brand does not necessarily guarantee customer satisfaction at the local level. Customer satisfaction remains influenced by direct experiences, particularly interactions with employees, including the quality of interpersonal communication during service encounters. Based on this background, this study aims to analyze the effect of interpersonal communication on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

Interpersonal communication is defined as a process of interaction between two or more individuals aimed at exchanging information, building social relationships, and creating mutual understanding (DeVito, 2013). In this process, communication occurs in a two-way manner, allowing for immediate feedback. According to Joseph A. DeVito, the effectiveness of interpersonal communication can be measured through five main indicators: openness, empathy, supportiveness, positivity, and equality (DeVito, 2013). Openness refers to an individual's willingness to share information honestly and to accept feedback from others. Empathy is the ability to understand others' feelings by placing oneself in their position. Supportiveness creates a comfortable communication climate in which individuals feel free to express their opinions. Meanwhile, positivity is related to an optimistic attitude and the use of language that fosters pleasant interaction. Equality in communication reflects mutual respect regardless of

status or background, resulting in more balanced interactions (DeVito, 2013). Customer satisfaction is defined as the feeling of pleasure or disappointment that arises after comparing the perceived performance of a product or service with prior expectations (Indrasari, 2019). When performance exceeds expectations, customers feel satisfied; otherwise, they feel dissatisfied. One theory that explains customer satisfaction is the Disconfirmation of Expectation Theory, which states that satisfaction occurs when the performance of a product or service meets or exceeds customer expectations (Indrasari, 2019). In addition, the Equity Theory explains that customers feel satisfied when they perceive a fair balance between the benefits received and the costs, time, and effort they expend (Indrasari, 2019). According to Fandy Tjiptono, customer satisfaction can be measured through several indicators, such as the alignment of expectations, intention to revisit, and willingness to recommend the product or service to others (Tjiptono, 2018). These indicators show that customer satisfaction not only affects individual experiences but also influences customer loyalty and word-of-mouth promotion.

2. Research Methodology

The research analysis model is used to describe the relationship between the independent and dependent variables examined in this study. In this research, the model is applied to analyze the effect of interpersonal communication on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya. This study employs one independent variable, namely interpersonal communication (X), and one dependent variable, namely customer satisfaction (Y). Interpersonal communication refers to the process of exchanging information, messages, and meaning between individuals, which may occur either directly or indirectly during service interactions. Meanwhile, customer satisfaction refers to the level of customer feelings after comparing expectations with the actual service performance received (Indrasari, 2019; Tjiptono, 2018). The relationship between variables in this study indicates that the better the interpersonal communication delivered by employees to customers, the higher the level of customer satisfaction. On the other hand, ineffective

interpersonal communication tends to result in lower customer satisfaction. The relationship model between variables can be illustrated as follows:

Interpersonal Communication (X) → Customer Satisfaction (Y)

In this model, interpersonal communication functions as the independent variable that influences customer satisfaction as the dependent variable. This relationship is analyzed using simple linear regression to determine both the direction and magnitude of the effect of interpersonal communication on customer satisfaction.

Regression Analysis

Simple Linear Regression Analysis

Simple linear regression analysis is used to examine the relationship and the magnitude of the effect of interpersonal communication on customer satisfaction. This method is applied when the relationship between two variables is assumed to be linear (DeVito, 2013). The regression equation is formulated as follows:

$$Y = a + bX + e$$

Description:

Y = dependent variable (customer satisfaction)

a = regression constant

b = regression coefficient

X = independent variable (interpersonal communication)

e = error term

The constant (a) indicates the value of customer satisfaction when interpersonal communication is zero, while the regression coefficient (b) shows the direction and magnitude of the effect of interpersonal communication on customer satisfaction (Tjiptono, 2018).

Coefficient of Determination (R^2)

The coefficient of determination is used to measure how well the independent variable explains the variation in the dependent variable. The value of R^2 ranges from 0 to 1. A higher R^2 value indicates a greater ability of the independent variable to explain the dependent variable (Tjiptono, 2018). The formula is:

$$R^2 = \frac{SSR}{SST}$$

Description:

R^2 = coefficient of determination

SSR = Sum of Squares Regression

SST = Total Sum of Squares

An R^2 value close to 1 indicates a strong influence of the independent variable on the dependent variable. Conversely, a value close to 0 indicates a relatively weak influence.

F-Test (Simultaneous Test)

The F-test is used to determine whether the independent variable collectively has a significant effect on the dependent variable within the regression model. This test is conducted by comparing the significance value with the predetermined significance level of 0.05 (Tjiptono, 2018). The formula is:

$$F = \frac{(R^2/k)}{((1 - R^2)/(n - k - 1))}$$

Description:

F = F-statistic value

R^2 = coefficient of determination

k = number of independent variables

n = number of samples

Decision criteria:

- 1) If significance value < 0.05 , the regression model is considered significant.
- 2) If significance value > 0.05 , the regression model is not significant.

t-Test (Partial Test)

The t-test is used to determine whether the independent variable has a partial (individual) effect on the dependent variable. This test aims to examine the significance of the effect of interpersonal communication on customer satisfaction individually (DeVito, 2013). The formula is:

$$t = \frac{(r\sqrt{n-2})}{\sqrt{1-r^2}}$$

Description:

t = t-statistic value

r = correlation coefficient

n = number of samples

Decision criteria:

- 1) If significance value < 0.05 , the independent variable has a significant effect on the dependent variable.
- 2) If significance value > 0.05 , the independent variable does not have a significant effect on the dependent variable.

Research Analysis Model

The analytical model in this study can be illustrated as follows:

Interpersonal Communication (X) → Customer Satisfaction (Y)

Interpersonal communication acts as the independent variable that is assumed to influence the level of customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

3. Results and Discussion

Results

Data Analysis Results

This study analyzes the effect of interpersonal communication on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya. The variables used consist of interpersonal communication as the independent variable and customer satisfaction as the dependent variable. Both variables were measured using 24 indicators, comprising 15 indicators of interpersonal communication and 9 indicators of customer satisfaction. The research data were collected through questionnaires distributed to respondents who had visited Toby's Estate Pakuwon Mall Surabaya. Descriptive analysis was conducted to describe respondents' perceptions of each research indicator. Responses were measured using a five-point Likert scale. The criteria for interpreting the mean scores used in this study are presented in Table I.

Table 1. Based on the Descriptive Analysis

Interval	Score	Category
4.20 < a < 5.00	5	Strongly Agree
3.40 < a < 4.20	4	Agree
2.60 < a < 3.40	3	Moderately Agree
1.80 < a < 2.60	2	Disagree
1.00 < a < 1.80	1	Strongly Disagree

Based on the descriptive analysis results, the overall average score (grand mean) of all research indicators is 4.335, which falls into the “strongly agree” category. This result indicates that, in general, respondents provided positive evaluations of the quality of interpersonal communication demonstrated by employees as well as their level of satisfaction during their visits to Toby’s Estate Pakuwon Mall Surabaya. The dominance of responses in the “agree” to “strongly agree” categories suggests that the service interactions between employees and customers are perceived as good and capable of delivering satisfying service experiences. When analyzed by individual indicators, the highest mean score is found in indicator KP3 with a value of 4.54, indicating a very high level of customer satisfaction with the service received. This high score reflects that customers perceive their overall experience as highly positive, both in terms of service quality and interpersonal interactions during the service process. This suggests that customers evaluate service quality not only based on the product offered but also on the quality of interpersonal interactions they experience. Meanwhile, the lowest mean score is observed in indicator KI7 with a value of 3.99, although it still falls within the “agree”

category. This indicates that, overall, employee interpersonal communication is considered good by customers, but certain aspects of interaction can still be further improved. Therefore, the descriptive analysis results confirm that interpersonal communication plays an important role in shaping customer perceptions of service quality at Toby’s Estate Pakuwon Mall Surabaya.

Validity and Reliability Test

Validity testing was conducted to determine the extent to which the research instrument is capable of accurately measuring the variables under study. The validity test was carried out by examining the significance value of each questionnaire item. A statement item is considered valid if its significance value is less than 0.05 (Indrasari, 2019). Based on the test results, all indicators for both interpersonal communication and customer satisfaction variables have a significance value of 0.00, which is below the required threshold. These results indicate that all questionnaire items are able to measure the research variables accurately and representatively. Therefore, all indicators in this study are declared valid and can be used for further data analysis.

Table 2. Reliability Test Results

Variable	Cronbach’s Alpha
Interpersonal Communication	0.890
Customer Satisfaction	0.890

In addition to the validity test, this study also conducted a reliability test to determine the consistency level of the research instruments. The reliability test was performed using Cronbach’s Alpha, where a variable is considered reliable if the Cronbach’s Alpha value is greater than 0.70 (Indrasari, 2019). Based on the test results, the Cronbach’s Alpha value obtained was 0.890, indicating that the research instrument demonstrates

excellent internal consistency. The high reliability value suggests that respondents provided relatively consistent answers to each item in the questionnaire. Therefore, the research instruments used in this study can be considered reliable and suitable for measuring the variables of interpersonal communication and customer satisfaction.

F-Test (Simultaneous Test)

The F-test was conducted to determine whether interpersonal communication simultaneously affects customer satisfaction. The hypothesis tested is as follows:

- 1) H0: Interpersonal communication has no effect on customer satisfaction.
- 2) H1: Interpersonal communication has an effect on customer satisfaction.

The decision criterion states that if the significance value is less than 0.05, H0 is rejected and H1 is accepted (Tjiptono, 2018). The analysis results show

a significance value of 0.001, which is smaller than 0.05. Therefore, it can be concluded that interpersonal communication has a significant effect on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

T-Test Results (Partial Test)

The simultaneous hypothesis in this study is as follows:

- 1) H0: Interpersonal communication has no effect on customer satisfaction.
- 2) H1: Interpersonal communication has an effect on customer satisfaction.

Table 3. Coefficients

Coefficients	Unstandardized Coefficients		Standardized Coefficients
	B		Std. Error
(Constant)	3.422		1.804
Komunikasi Interpersonal	0.553		0.028

Based on the results of the t-test analysis, the significance value obtained was 0.001, which is less than 0.05. Therefore, H0 is rejected, and H1 is accepted. This indicates that, in this study, interpersonal communication has a significant effect on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

Simple Linear Regression Analysis

Simple linear regression analysis was conducted to determine the magnitude of the effect of interpersonal communication on customer

satisfaction. The regression model used in this study is expressed by the following equation:

$$Y = a + bX + e$$

where:

Y = Customer satisfaction

X = Interpersonal communication

a = Constant

b = Regression coefficient

e = Error term

Table 4. Coefficients

Coefficient	Value
Constant (a)	3.422
Regression Coefficient (b)	0.553

Based on the regression analysis, the constant value (a) was 3.422 and the regression coefficient (b) was 0.553. Thus, the regression equation obtained in this study is:

$$Y = 3.422 + 0.553X$$

The constant value of 3.422 indicates that if the interpersonal communication variable is considered constant or equal to zero, the customer satisfaction level will still be 3.422. Meanwhile, the regression

coefficient of 0.553 indicates that for every one-unit increase in the interpersonal communication variable, customer satisfaction will increase by 0.553 units. The positive regression coefficient shows a direct (positive) relationship between interpersonal communication and customer satisfaction.

Coefficient of Determination

The coefficient of determination (R^2) was used to determine the extent to which the independent

variable explains the variation in the dependent variable. Based on the analysis, the R^2 value was 0.804.

Table 5. Coefficient of Determination

Coefficient of Determination (R^2)	Value
80.4%	0.804

This value indicates that 80.4% of the variation in customer satisfaction can be explained by interpersonal communication, while the remaining 19.6% is influenced by other factors outside the research model. These results show that interpersonal communication contributes significantly to shaping customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

Discussion

The results of the study show that interpersonal communication has a positive and significant effect on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya. The regression coefficient value of 0.553 shows that interpersonal communication has a unidirectional relationship with customer satisfaction. In addition, the significance value of 0.028 (<0.05) indicates that this relationship is statistically significant. These findings show that the interaction between employees and customers not only functions as a means of delivering information about the product, but also becomes an important part of the service experience perceived by customers during their visit. Good interactions can create a more comfortable service atmosphere so that customers feel more appreciated. This research result is in line with the concept of interpersonal communication, which emphasizes the importance of openness, empathy, and supportive attitudes in building effective interpersonal relationships (DeVito, 2013). In the context of service, good interpersonal communication allows the creation of more positive relationships between employees and customers, which can increase customer satisfaction with the services provided (Tjiptono, 2018). Additionally, previous studies have shown that effective interpersonal communication can enhance customer satisfaction because customers feel more personal and responsive service interactions (Firmansyah & Wongso, 2023). Other research also states that friendliness, attentiveness, and

responsiveness in communication are important elements in creating quality service and can increase customer satisfaction (Handayani & Suryani, 2019). Furthermore, the quality of service interactions involving quick responses and a positive interpersonal approach can also enhance the overall customer experience (Indrasari, 2019). This shows that interpersonal communication not only functions as a means of delivering information but also becomes an important part of shaping customers' perceptions of the quality of service they receive. Additionally, further analysis shows that the strength of the relationship between interpersonal communication and customer satisfaction can vary among different respondent groups. For respondents residing outside Surabaya, interpersonal communication shows a very strong relationship with customer satisfaction, with a beta coefficient value of 0.954. This indicates that customers from outside Surabaya tend to pay more attention to the quality of service interactions they receive. Meanwhile, for respondents residing in Surabaya, the beta coefficient value of 0.875 shows that interpersonal communication still has a strong influence on customer satisfaction, although its strength is slightly lower compared to respondents from outside Surabaya. Similar differences are also seen in respondent age groups. In the 17–30 years age group, interpersonal communication shows a strong relationship with customer satisfaction with a beta value of 0.868. While in the age group above 30 years, the beta value of 0.951 shows that interpersonal communication has a very strong relationship with customer satisfaction. These differences indicate that the way customers respond to interpersonal communication can be influenced by individual characteristics such as age and residence. Overall, the results of this study show that interpersonal communication is one of the important factors in shaping a positive service experience through direct interaction between employees and customers at Toby's Estate Pakuwon Mall Surabaya.

4. Conclusion

This study shows that interpersonal communication has a positive and significant effect on customer satisfaction at Toby's Estate Pakuwon Mall Surabaya. The results of the simple linear regression analysis

show a significance value of 0.028 (<0.05) with a regression coefficient of 0.553, which means that an increase in the quality of interpersonal communication will be followed by an increase in customer satisfaction. The combined average value (grand mean) of 4.335 falls into the "strongly agree" category, indicating that the majority of respondents gave positive assessments of both employee interpersonal communication and the satisfaction they felt during their visits. Analysis based on respondent characteristics shows that the relationship between interpersonal communication and customer satisfaction is strongest among respondents from outside Surabaya ($\beta = 0.954$) and the age group above 30 years ($\beta = 0.951$). Meanwhile, for respondents residing in Surabaya ($\beta = 0.875$) and the 17–30 years age group ($\beta = 0.868$), interpersonal communication still has a significant effect, although the strength of the relationship is relatively lower. Overall, this study confirms that interpersonal communication between employees and customers is an important factor in shaping the service experience and contributes to customer satisfaction at Toby's Estate Pakuwon Mall Surabaya.

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