



Analysis of Interpersonal Communication to Improve Customer Satisfaction at Sate Taichan Mas Herman Pamulang South Tangerang

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Abstract: *This study analyzes interpersonal communication in relation to customer satisfaction at Sate Taichan Mas Herman, Pamulang, South Tangerang. Using a descriptive qualitative approach, data were collected through observation, in-depth interviews, and documentation involving three employees and one key informant. Data were analyzed through reduction, display, conclusion drawing, source triangulation, and SWOT analysis using IFAS and EFAS matrices. Interview and observation findings indicate that employees generally communicate politely, clearly, and courteously, while practicing patience and responsiveness in handling customer complaints. However, communication barriers include a noisy environment, unclear information delivery, and order errors. The SWOT analysis identified positive customer interactions, employee responsiveness, and internal coordination as strengths, while unclear communication, potential service errors, and environmental noise were identified as weaknesses. These findings suggest that interpersonal communication is an important aspect of service delivery and customer satisfaction. Improvements in communication clarity, employee coordination, and complaint handling may help maintain positive customer experiences.*

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Introduction

Human resources are one of the essential elements in ensuring the sustainability and achievement of organizational and corporate goals. In practice, the success of organizational management largely depends on the quality of the human resources available. According to Hasibuan in (Susan, 2019), human resource management is both a science and an art that focuses on managing relationships and the roles of employees so that they can contribute effectively and efficiently to achieving organizational goals, meeting employee interests, and providing benefits to society. In line with this perspective, Prasodjo (2022) explains that Human Resource Management consists of a series

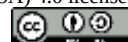
of systematic activities for managing employees so that an organization has human resources that meet its needs and are capable of supporting the achievement of organizational goals. In a business context, human resource management is not limited to the distribution of tasks and responsibilities but also involves fostering harmonious working relationships. One element that supports such relationships is communication between owners and employees, as communication serves as a bridge for conveying directions, information, expectations, and work coordination to ensure that operational activities run effectively.

Interpersonal communication is an important component of working relationships and service processes, particularly in culinary businesses that interact directly with customers. Effective communication between owners and employees can help establish mutual understanding, facilitate coordination, and support employees in providing services to customers. According to Mulyana (2022), interpersonal communication is a communication process that occurs directly between individuals, allowing information and responses to be exchanged immediately through both verbal and nonverbal communication. Through such interactions, service providers can identify customers' needs, understand their expectations, and adjust their service approaches accordingly, thereby establishing better relationships and more effective communication. In the context of Sate Taichan Mas Herman, customer satisfaction is influenced not only by the products provided but also by the timeliness of food preparation, taste consistency, environmental cleanliness, quality of interaction, appropriate pricing, a comfortable atmosphere, and prompt service. According to Siregar (2021), customer satisfaction is a condition that arises when the products or services received are able to meet or correspond to customers' needs, desires, and expectations. This level of satisfaction can encourage customers to make repeat purchases and increase their loyalty to a business.

The research problem is evident in the importance of maintaining effective communication throughout the service process, as ineffective communication can lead to misunderstandings, unclear responsibilities, errors in information delivery, and coordination barriers between owners and employees. In small and medium-sized businesses, communication between owners and employees generally takes place directly, meaning that close working relationships can facilitate message delivery and accelerate problem-solving. However, such conditions may also result in miscommunication when communication is not conducted systematically. When information is not conveyed clearly and consistently, employees may experience confusion in understanding their responsibilities and service expectations. This condition is important because the quality of internal communication may be related to the consistency of service received by customers. Thus, communication does not merely function as a means of conveying messages but also constitutes part of the process of establishing working relationships that support service quality.

Another research problem concerns customer satisfaction, which is shaped by customers' experiences while receiving products and services. According to Rusdiyanto and Suranti (2021), customer satisfaction reflects a company's success in providing services that correspond to customers' needs and expectations. Satisfaction arises when customers perceive that the quality of service they receive meets or exceeds their prior expectations. Conversely, when the service provided does not meet their expectations, customers tend to experience dissatisfaction, which may influence their decision to use the service again. In the context of Sate Taichan Mas Herman, various aspects of service need to be maintained consistently because customers evaluate not only the taste and quality of food but also how employees interact with them, the speed of service, friendliness, attentiveness to their needs, and the ability to respond appropriately to questions and complaints. Therefore, interpersonal communication is an integral part of efforts to create a positive service experience for customers.

Another issue concerns the research gap regarding interpersonal communication in small-scale culinary businesses. Although interpersonal communication has been widely examined in organizational and customer service contexts, previous research presented in this study has primarily focused on interpersonal communication in large companies or formal organizations, particularly in relation to internal team effectiveness, leadership, and work coordination. Meanwhile, interpersonal communication between owners and employees in small-scale culinary businesses and its relationship



with customer experiences have received relatively limited attention. In addition, previous studies have tended to emphasize technical aspects of service, such as timeliness, product quality, and cleanliness, while personal interactions resulting from effective interpersonal communication have not been extensively examined. In small and medium-sized culinary businesses, interpersonal relationships between owners and employees can determine the quality of work coordination, employee motivation, and service consistency. This condition indicates the need to understand how interpersonal communication within the internal business environment can support employee responsiveness, attentiveness to customers, and the creation of a harmonious service environment.

Based on these phenomena and research problems, this study aims to analyze interpersonal communication in improving customer satisfaction at Sate Taichan Mas Herman, Pamulang, South Tangerang, particularly by examining how effective communication can support service improvement, how good service can create customer satisfaction, and how interpersonal communication can contribute to the achievement of optimal service. This study is important because understanding communication patterns, barriers, and employee perceptions can provide a basis for business owners to develop more effective communication strategies, improve operational coordination, and minimize service errors or delays. The novelty of this study lies in its focus on interpersonal communication between owners and employees within the context of a small-scale culinary business and its relationship with customer experiences and satisfaction. Thus, this study views communication not merely as a process of conveying information but also as an integral part of internal business relationships that can support service quality and customer satisfaction.

Research methods

This study employed a qualitative approach with a descriptive method aimed at providing an in-depth description and explanation of the phenomenon of interpersonal communication in improving customer satisfaction at Sate Taichan Mas Herman, Pamulang, South Tangerang. According to Sugiyono (2020), qualitative research is used to examine objects in natural settings, with the researcher serving as the primary instrument. Data were collected through triangulation or a combination of techniques, while data analysis was conducted inductively and emphasized meaning rather than generalization. Descriptive qualitative research produces data in the form of words and images; therefore, this study did not focus on numerical data but rather on understanding the conditions and phenomena identified in the field.

The research was conducted at Sate Taichan Mas Herman, located on Jl. Siliwangi Pd, Benda, Pamulang District, South Tangerang City. The research was carried out from January to June 2026 in several stages, beginning with observation, data collection, and interviews, followed by the preparation of the research findings. The selection of this research site was consistent with the focus of the study, which examined interpersonal communication in relation to service and customer satisfaction in the culinary business.

According to Sugiyono (2020), a research instrument is a tool used by researchers during the data collection process to ensure that the research is conducted systematically, in a structured manner, and produces accurate data. In qualitative research, the researcher acts as the human instrument because they are directly involved in obtaining and processing data in the field. The instruments used in this study consisted of an observation guide, an interview guide, and documentation. The observation guide was used to directly observe service conditions and activities at the research site, while the interview guide was used to obtain in-depth information regarding interpersonal communication and service at Sate Taichan Mas Herman. Documentation was used as supplementary data to strengthen the information obtained through observation and interviews.

Data analysis was conducted continuously from the beginning of data collection until the completion of the research. According to Fadli (2021), qualitative data analysis is conducted interactively and continuously until sufficient data is obtained. The analysis in this study consisted of three stages: data reduction, data display, and conclusion drawing and verification. During the data reduction stage, the researcher selected, simplified, and focused the data obtained through observation, interviews, and documentation according to the research focus on interpersonal communication in improving customer satisfaction. The reduced data were then regularly presented in the form of descriptive narratives, tables, or matrices to facilitate the identification of emerging patterns,



relationships, and tendencies. The final stage involved drawing and verifying conclusions by comparing information from various data sources, including observations, interviews, documentation, and source triangulation. In addition, this study employed SWOT analysis through IFAS and EFAS matrices to identify internal and external factors related to interpersonal communication in improving customer satisfaction.

In qualitative research, the concepts of population and sample are applied according to the characteristics of the study, which focuses on obtaining in-depth information from informants who are directly involved with the research object. Informants were selected using purposive sampling, namely the deliberate selection of informants based on predetermined criteria. These criteria included individuals who possessed sufficient understanding, direct experience, and involvement in the research setting. Accordingly, the selection of informants was directed toward obtaining relevant and in-depth information regarding interpersonal communication and service at Sate Taichan Mas Herman.

The informants in this study consisted of three active employees working at Sate Taichan Mas Herman as respondents, who were assigned to the production section and differed in terms of age and work experience. In addition to the respondents, the study also involved a key informant who provided information based on their role and experience within the research setting. This selection was intended to obtain diverse perspectives regarding interpersonal communication, communication barriers, service, and customer satisfaction.

The research procedure was conducted systematically in several stages, beginning with the initial observation and continuing through the preparation of the research findings. The first stage involved initial observation to obtain an overview of the research setting and the phenomenon of interpersonal communication occurring during service activities. The researcher then prepared the research proposal, conducted the seminar proposal, and made revisions based on the evaluation results. Subsequently, further observations were conducted to obtain a more comprehensive understanding of the conditions in the field.

The next stage involved data collection through observation, interviews, and documentation. Observation was conducted by directly examining the research object to obtain information regarding the conditions and situations occurring in the field. Interviews were conducted through question-and-answer sessions with informants to explore information in depth according to the research focus, while documentation was used to collect photographs, notes, archives, and other written data related to the study. All collected data were subsequently analyzed through data reduction, data display, and conclusion drawing and verification.

To ensure data validity, the study employed source triangulation by comparing information obtained from interviews, observations, and documentation. According to Sugiyono (2020), data validity testing in qualitative research is conducted to assess the level of trustworthiness and accuracy of research data. In addition to credibility through source triangulation, this study also considered transferability, dependability, and confirmability. After all stages of data analysis and validity assessment had been completed, the research findings were systematically organized to explain interpersonal communication in improving customer satisfaction at Sate Taichan Mas Herman, Pamulang, South Tangerang.

Results and Discussion

Research result

This research was conducted through in-depth interviews involving three employees and one key informant. The interviews were conducted to gather information about respondents' experiences and perceptions regarding interpersonal communication and customer satisfaction in the business environment. The triangulation results from each interview on the research variables were compiled into a table to facilitate data analysis, as follows:

1. Employee Communication with Customers

Question: How would you describe how you communicate with customers in your daily service activities?

- A. Adiar Answers: In serving customers, I always try to use polite language, which is easy to understand, and delivered in a soft tone so that communication can run smoothly and comfortably.
- B. Mayanilh Answers: In serving customers, I usually communicate directly and ask first about the customer's order or what the customer wants to order and that makes the service run well.
- C. Toni Answers: I communicate with customers using polite and courteous language so that customers feel comfortable.
- D. Rahmawati Answered: The way I communicate with customers is with a friendly, polite attitude, and always with a smile when communicating.

Based on interviews, staff communicated directly with customers using polite, easy-to-understand language and good intonation. Furthermore, staff displayed a friendly demeanor and smiled throughout the service process to create a comfortable atmosphere for customers.

Table 1. Communication Interview Triangulation Results
Interview Triangulation Results Table: Communication

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Communicate directly with customers to find out their needs or orders so that services can run effectively and on target.	With polite and courteous language so that customers feel comfortable in the interaction.	Communicate in a friendly, polite manner and with a smile to create positive interactions with customers.	Use polite, clear, and easy-to-understand language with a soft tone to create comfortable and effective communication in serving customers.	Implement polite, clear, friendly and communicative communication to create comfort and positive interactions with customers.

2. Obstacles That Occurred

Question: What obstacles do you face in communicating with customers?

- A. Adiar replied: "The obstacle I often encounter in communicating with customers is the location, which is quite busy because it's located on the side of the road. Furthermore, misunderstandings sometimes occur between employees and customers, such as wrong orders or mispronounced names."
- B. Mayanilh Answers: In my opinion, what is often experienced is that the customer's voice is not clearly audible and the location of the place is on the side of the road so the atmosphere is quite crowded.
- C. Toni Answers: The most frequent obstacles I encounter are mistakes in hearing customer orders and mistakes when giving orders.
- D. Rahmawati Answered: I have experienced this problem, namely not being able to hear customer conversations clearly and not being able to convey information accurately.

Based on the interviews conducted, it was discovered that obstacles in the service process arose due to communication barriers, suboptimal coordination, a busy environment, and limitations in customer service. Therefore, good communication and effective collaboration are needed to overcome these obstacles and ensure optimal service delivery.



Table 2. Results of Triangulation of Interviews on Obstacles that Occurred
Trangulation Results Table of Constraints That Occurred:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Communication barriers are caused by unclear customer voices and noisy environments.	Communication barriers include errors in hearing and understanding customer orders which can lead to errors in serving or giving orders.	Communication barriers include unclear customer conversations and inaccurate information delivery, which can potentially lead to misunderstandings in service.	Communication barriers include noisy environmental conditions and misunderstandings regarding orders or the pronunciation of customer names.	Communication barriers come from noisy environments and errors in hearing, understanding, and conveying information that have the potential to cause misunderstandings in customer service.

3. Dealing with Customer Complaints

Question: What do you do when dealing with customers who complain?

- A. Adiar Answers: My efforts in handling customer complaints are by listening to the complaint first, then apologizing if an error occurs, and trying to improve the service so that the error does not happen again.
- B. Mayanih Answers: Usually the way to deal with customer complaints is to remain patient, smile, listen to customer complaints, and then immediately correct the errors that occur.
- C. Toni Answers: I will still have to be able to resolve the issue by apologizing to the customer, explaining the error that occurred, and fixing it immediately.
- D. Rahmawati Answered: When facing these obstacles, I still try to be patient and friendly to customers.

Based on the results of the interview, the efforts made by employees in handling customer complaints were carried out by listening to complaints first, showing a patient and professional attitude, conveying an apology if an error occurred, and immediately making improvements to the service provided so that customer satisfaction is maintained.

Table 3. Triangulation Results of Customer Complaint Interviews

Interview triangulation results table:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Handle customer complaints by being patient and friendly, listening to complaints carefully, and immediately correcting any errors that occur.	Handle the problem by apologizing to the customer, providing an explanation for the error that occurred, and immediately making service improvements.	Facing obstacles while remaining patient and friendly so that customer service continues to run smoothly.	Handle customer complaints by listening to complaints, apologizing for mistakes, and making service improvements to prevent the same problem from recurring.	Customer complaints are handled with a patient and friendly attitude, listening to complaints, apologizing, providing explanations, and making service improvements to prevent repeat errors.

4. The Importance of Interpersonal Communication

Question: In your opinion, is interpersonal communication important in creating good relationships with customers?

- A. Adiar Answers: I think interpersonal communication is crucial because it creates a sense of comfort for customers during interactions. With good communication, customers are more likely to return.



- B. Mayanih Answers: Interpersonal communication is very important because in my opinion, it can make customers feel comfortable so they are interested in coming back again.
- C. Toni Answers: So in my opinion, interpersonal communication is very important because it can create comfort for customers.
- D. Rahmawati Answers: Interpersonal communication is very important because it is one way to build good relationships with customers.

Based on the interview results, interpersonal communication plays a crucial role in building customer satisfaction during the interaction process. Effective communication with customers can increase customer loyalty and encourage repeat use of the service.

Table 4. Interview Triangulation Results: The Importance of Interpersonal Communication

Interview triangulation results table:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Good interpersonal communication creates customer comfort and encourages loyalty through return visits.	Interpersonal communication plays an important role in creating comfort and positive experiences for customers.	Interpersonal communication plays a role in building and maintaining good relationships with customers.	Interpersonal communication plays a role in creating customer comfort and encouraging customers to return.	Interpersonal communication plays a role in creating comfort, building good relationships, and increasing customer loyalty.

5. Customers are satisfied with the service

Question: What shows that customers are satisfied with the service?

- A. Adiar Answers: The service I provide to customers is done by giving a smile, explaining the order clearly and completely, and maintaining a polite attitude in communicating.
- B. Mayanih Answers: The form of service that I provide to customers is by showing a friendly attitude, giving a smile, and saying thank you to the customer.
- C. Toni Answers: I definitely provide the best possible service and try to avoid mistakes so that customers feel satisfied and happy.
- D. Rahmawati Answered: I will provide good service because it can make customers feel satisfied, give positive feedback, and want to eat at this place again.

Based on the interview results, customer satisfaction is achieved through friendly, polite, and communicative service, along with clear delivery of order information. Good service quality also contributes to a positive customer experience and increases the likelihood of repeat visits.

Table 5. Triangulation Results of Customer Interviews Feeling Satisfied

Interview triangulation results table:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Provide friendly service through smiles and thanks to customers.	Provide optimal service by minimizing errors to increase customer satisfaction.	Good service can increase customer satisfaction, create a positive impression, and encourage customers to return.	Provide friendly service, explain orders clearly, and maintain politeness in communicating with customers.	Providing friendly, polite, and optimal service to increase customer satisfaction, create a positive impression, and encourage customers to return.



6. Customer Satisfaction in Communication Change

Question: Have you seen any changes in customer satisfaction levels after improvements in communication?

- A. Adiar Answers: In my experience, the relationship between employees and customers can sometimes be quite close. Some customers are so close that the relationship feels more like friendship than just salesperson and customer.
- B. Mayanih Answers: The impact of good communication will have a positive impact on customers, while poor communication can cause negative responses from customers.
- C. Toni Answers: Communication usually occurs when an error occurs in giving or delivering an order to a customer, which has now been corrected and corrected.
- D. Rahmawati Answered: In my opinion, a friendly and patient attitude in providing service brings about positive changes, coupled with good cooperation between colleagues.

Based on the interview results, changes in employee communication patterns have had a positive impact on customer satisfaction. Relationships have improved through friendliness, patience in providing service, and improvements in information delivery and coordination between employees.

Table 6. Results of Communication Change Interview Triangulation
Interview triangulation results table:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Good communication has a positive impact on customers, while poor communication can lead to negative responses and misunderstandings.	Communication barriers occur due to errors in conveying information or giving orders to customers.	Friendliness, patience, and cooperation between colleagues support the creation of better and more positive service.	The relationship between employees and customers can be built in a friendly manner, creating a closeness that resembles a friendship.	Good relationships with customers are supported by effective communication, a friendly and patient attitude, and cooperation between employees to create quality service and minimize misunderstandings.

7. Future Strategies

Question: What are the future plans or strategies to improve the quality of interpersonal communication in order to increase customer satisfaction?

- A. Adiar Answers: I hope that in the future, good communication between employees and customers will continue to be improved in order to create better relationships and increase customer comfort.
- B. Mayanih Answered: In the future, I will continue to try to be friendly, kind and polite to customers from the moment they arrive.
- C. Toni Answers: The plan that I will implement is to improve the quality of service to customers and minimize errors so that they do not happen again.
- D. Rahmawati Answered: What I will do to increase customer satisfaction is to increase friendliness in providing services so that customers feel more comfortable and satisfied.

Based on the interview results, the strategy to be implemented going forward will focus on improving the quality of communication and customer service by reinforcing a friendly, polite, and professional attitude. Furthermore, minimizing service errors is also a crucial step in continuously improving customer comfort and satisfaction.



Table 7. Results of the Interview Triangulation Strategy Conducted
Interview triangulation results table:

Respondent 1	Respondent 2	Respondent 3	Key Informant	Conclusion
Strive to maintain a friendly, kind and polite attitude towards customers from the moment they arrive.	By improving the quality of service and minimizing errors to prevent the recurrence of the same problems.	Improving friendliness in service to create customer comfort and satisfaction.	Improve the quality of communication between employees and customers to strengthen relationships and increase customer comfort.	Improve the quality of communication and service through friendly, polite attitudes and efforts to minimize errors to increase customer comfort and satisfaction.



Figure 1. Interview with Respondent 1



Figure 2. Interview with Respondent 2



Figure 3. Interview with Respondent 3



Figure 4. Key Informant Interview

Research Discussion

Interpersonal Communication Analysis at Sate Taichan Mas Herman

Based on the findings, interpersonal communication at Sate Taichan Mas Herman has been implemented effectively and has had a positive impact on customer service. This is evident in the way employees interact with customers in a friendly and courteous manner while using polite language during the service process. Employees also strive to provide clear and easily understandable explanations, allowing customers to feel comfortable when placing orders or asking questions about the available menu. The friendly attitude demonstrated by employees creates a more familiar and pleasant atmosphere for customers while they are at the establishment. In addition, the use of polite language reflects respect and appreciation toward customers, thus fostering better relationships. Effective interpersonal communication facilitates the service process and helps reduce misunderstandings between employees and customers. As a result, customers feel more valued and appreciated, which ultimately contributes to increased customer satisfaction with the services provided by Sate Taichan Mas Herman. Therefore, effective interpersonal communication is an important element in creating optimal service quality and maintaining positive relationships with customers.

In addition, interpersonal communication contributes to fostering effective cooperation among employees in carrying out service activities. Through effective communication, employees can coordinate with one another in serving customers, making their tasks more organized and ensuring that the service process runs smoothly. When problems or misunderstandings arise during the service process, effective communication enables employees to resolve them quickly and appropriately. Harmonious communication, both between employees and customers and among employees themselves, creates a comfortable working environment and supports the smooth operation of the business. Therefore, interpersonal communication is an important element in supporting effective service delivery and the development of Sate Taichan Mas Herman.

1. Customer Satisfaction Analysis at Sate Taichan Mas Herman

Based on the findings, customer satisfaction at Sate Taichan Mas Herman is influenced by the service provided to customers. Service delivered with a friendly attitude, promptness, and polite language makes customers feel comfortable during the purchasing process. In addition, employees strive to serve customers effectively and respond to their needs, making customers feel valued and appreciated. This service-oriented attitude creates a positive impression and generates a sense of satisfaction with the service received at Sate Taichan Mas Herman.

Customer satisfaction can also be observed through customers who make repeat purchases because they feel that the service provided meets their expectations. Customers are satisfied not only with the taste of the food but also with the way employees interact with them and provide service. Effective communication helps customers obtain clear information regarding the menu, prices, and ordering process, thereby minimizing misunderstandings during service delivery. Therefore, service quality and effective interpersonal communication play an important role in improving customer satisfaction at Sate Taichan Mas Herman.

Furthermore, customer satisfaction has a positive impact on the sustainability and development of the business. Satisfied customers tend to provide positive evaluations and recommend Sate Taichan Mas Herman to others. This can increase customer trust and help attract new customers. Therefore, maintaining service quality and establishing good communication with customers is important to ensure that customer satisfaction is sustained and that the business can develop optimally.

2. Analysis of Customer Satisfaction with Interpersonal Communication

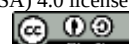
Based on the findings, interpersonal communication influences customer satisfaction at Sate Taichan Mas Herman, as reflected in the interactions between employees and customers that contribute to creating a positive service experience. During the service process, customers evaluate not only the quality of the products they receive but also how they are treated throughout the purchasing process. When employees provide appropriate responses, understand customer needs, and demonstrate attentiveness to customers' questions and complaints, customers tend to give more positive evaluations of the service received. Conversely, communication barriers, such as errors in receiving orders, unclear information, or misunderstandings, can affect customers' perceptions of service quality. The findings also show that employees' efforts to handle complaints by providing explanations, apologizing, and taking corrective actions can reduce dissatisfaction that may arise from service errors.

Furthermore, improvements in communication patterns among employees, as well as between employees and customers, contribute to creating more effective services that are aligned with customer expectations. This condition indicates that interpersonal communication functions not only as a means of conveying information but also as a factor that influences how customers evaluate the overall service provided by the business. Therefore, the more effectively employees implement interpersonal communication, the greater the opportunity to create customer satisfaction because customers feel that their needs are understood, receive services that meet their expectations, and have a pleasant experience when interacting with Sate Taichan Mas Herman.

SWOT Analysis of Interpersonal Communication

Based on research conducted by Mashuri and Nurjannah (2020), SWOT analysis is an analytical method used to systematically examine various factors as a basis for developing organizational or business strategies. This analysis evaluates internal and external conditions to enable organizations to determine appropriate actions to achieve their established objectives. The use of SWOT analysis can support more effective and systematic strategic planning because the decision-making process considers both internal capabilities and external conditions. By identifying these factors, organizations can maximize available opportunities, maintain and strengthen existing advantages, minimize weaknesses, and develop anticipatory measures against potential threats that may hinder the achievement of organizational objectives.

In this study, SWOT analysis was used to examine various conditions affecting interpersonal communication and customer satisfaction at Sate Taichan Mas Herman. The analysis considered the internal and external factors of the business related to interactions



between employees and customers. Internal factors include strengths and weaknesses in the service process, while external factors include opportunities and threats that could affect customer satisfaction. In this context, the researcher applied the SWOT method, consisting of Strengths, Weaknesses, Opportunities, and Threats, to formulate strategies appropriate to the business conditions. The method was used to examine how existing strengths could be leveraged to address threats and how available opportunities could be leveraged to overcome weaknesses in communication and customer service. The analysis was further structured using the IFAS and EFAS matrices to identify factors affecting service quality at Sate Taichan Mas Herman.

EFAS Analysis (External Factors Analysis Summary)

Based on research by Mutiara (2021), the External Factors Analysis Summary (EFAS) is an analytical tool used to examine an organization's external environment by identifying and evaluating opportunities and threats that may influence the direction and strategic decision-making of a business. Through the results of this analysis, organizations can formulate strategies that are aligned with the dynamics and conditions of the external environment they face.

Based on the interviews conducted with employees at Sate Taichan Mas Herman, several external factors were identified as having a positive relevance to interpersonal communication and customer satisfaction. These external factors consist of opportunities and threats originating from outside the business environment that could affect the quality of service provided. The identified opportunities included an increased likelihood of customers making repeat visits, the development of customer loyalty through good service, and the creation of a positive business image through harmonious relationships between employees and customers. These conditions represent opportunities that can be utilized to improve customer satisfaction continuously. However, several threats also require attention, including the possibility of customer dissatisfaction resulting from service errors, miscommunication during the delivery of information, and increasingly intense competition within the culinary business sector.

If these factors are not properly anticipated, they may negatively affect service quality and relationships with customers. The identification of the opportunities and threats obtained from the research findings is presented in the following table.

Table 8. EFAS Analysis

No.	External Factors	Category
1.	The high possibility of customers making repeat purchases as a result of satisfactory service.	Opportunity
2.	Establishing a positive relationship between employees and customers has the potential to increase customer loyalty.	Opportunity
3.	A good service experience can encourage customers to provide word of mouth promotion to other potential customers.	Opportunity
4.	Strengthening the quality of interpersonal communication can support continuous improvement in customer satisfaction.	Opportunity
5.	Errors in the service process have the potential to give rise to complaints from customers.	Threat
6.	Obstacles in delivering information can lead to miscommunication with customers.	Threat
7.	Decreased customer satisfaction can increase the likelihood of customers switching to similar businesses.	Threat

8.	The increasingly competitive competition in the culinary industry demands continuous improvement in the quality of service.	Threat
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IFAS Analysis (Internal Factor Analysis Summary)

According to Natalia and Masahere (2026), the Internal Factors Analysis Summary (IFAS) is an analytical method used to assess the internal conditions of an organization or company by identifying strategic factors originating from the internal environment. These factors include strengths and weaknesses that may affect the sustainability and development of an organization. In its application, each internal factor is assigned a weight, rating, and score to indicate its level of influence on organizational conditions, which can subsequently serve as a basis for determining the organization's strategic position and formulating appropriate strategies.

The application of the IFAS method enables an organization to conduct a more structured internal evaluation by identifying key factors that support or hinder the achievement of organizational objectives. The results of this evaluation can be used to determine the extent to which existing strengths can be optimized and weaknesses can be improved to enhance the effectiveness of organizational strategies.

In this study, the internal factor analysis was developed based on interviews conducted to obtain information regarding internal conditions related to interpersonal communication and customer satisfaction at Sate Taichan Mas Herman. This analysis was used to identify various conditions that support or hinder the delivery of services to customers. The findings revealed several aspects that represent the strengths of the business, including employees' ability to establish positive interactions with customers, their responsiveness in addressing and resolving customer complaints, and effective coordination among employees that supports smooth service delivery.

These strengths contribute to creating positive service experiences and enhancing customer comfort. However, several conditions were also identified as obstacles to effective service delivery, including ineffective information delivery, the possibility of errors during customer service, and environmental conditions that are not always conducive to effective communication. If these conditions are not properly addressed and improved, they may affect the quality of services provided. Therefore, the identification of internal factors serves as a basis for determining appropriate development strategies to improve the quality of interpersonal communication and customer satisfaction. The identified internal factors are presented in the following table.

Table 9. IFAS Analysis

No.	Internal Factors	Category
1.	The ability of employees to create positive interactive relationships with customers.	Strength
2.	Ability to respond and handle customer complaints appropriately.	Strength
3.	There is support and coordination between employees during the service process.	Strength
4.	Services that can build customer comfort and positive experiences.	Strength
5.	The delivery of information has not been running optimally.	Weakness
6.	The possibility of errors appearing in the customer service process.	Weakness
7.	Environmental situations that are less conducive to effective communication.	Weakness
8.	The risk of miscommunication occurring during service interactions.	Weakness



Conclusion

The findings indicate that interpersonal communication at Sate Taichan Mas Herman plays an important role in supporting service quality and customer satisfaction. Employees generally communicate with customers directly using polite, clear, friendly, and respectful language, accompanied by appropriate nonverbal communication such as smiling and maintaining a welcoming attitude. Effective interpersonal communication facilitates service coordination, supports appropriate responses to customer needs and complaints, and contributes to positive customer experiences and repeat visits. The SWOT analysis further identified employee responsiveness, positive customer interaction, and internal coordination as key strengths, while unclear information delivery, potential service errors, and a noisy environment were identified as weaknesses. The practical implication is that business owners should continuously strengthen interpersonal communication, employee coordination, service responsiveness, and complaint handling to maintain customer comfort and satisfaction. However, this study is limited by its qualitative focus and the involvement of a small number of informants within a single culinary business, which limits the transferability of the findings to other business contexts.

Future research should involve a broader range of informants and culinary business settings to obtain more diverse perspectives regarding interpersonal communication and customer satisfaction. Subsequent studies may also combine qualitative findings with quantitative approaches to examine the relationship between interpersonal communication, service quality, and customer satisfaction more systematically. Practically, Sate Taichan Mas Herman can use the findings as a basis for improving communication standards, minimizing order and information errors, strengthening employee cooperation, and maintaining friendly and professional customer interactions. Continuous improvement in these areas is expected to support more consistent service delivery and strengthen positive relationships with customers. Thus, interpersonal communication should be viewed not only as a means of exchanging information but also as an important component of service management that contributes to customer satisfaction and business sustainability.

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