

Interpersonal Communication of Mc Donald's Employees In Improving Customer Satisfaction at Mc Donald's Karang Satria

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ABSTRACT: Along with the development of fast food business time is also growing and increasing which makes the fast food business competition in Indonesia is becoming increasingly stringent. With this intense competition makes a fast food business continues to offer its products with a variety of innovations, especially in communicating with customers. Improve communication skills, provide the best service as well, and meet all the needs required by its customers. It becomes interesting to examine, whether customer satisfaction can be improved by an interpersonal communication conducted by a fast food employee to its customers. This study aims to determine the Interpersonal communication of Mc Donald's employees in improving customer satisfaction at Mc Donald's Karang Satria. This study uses interpersonal communication theory from Devito with dimensions of openness, empathy, support, positivity, similarity and also uses customer satisfaction theory from Indrasari with dimensions of Product Quality, Service Quality, emotional, price and cost. This study uses qualitative research methods with interview data collection techniques, observation, and documentation. The results of this study show that interpersonal communication of mc Donald's employees in improving customer satisfaction has been running well in all dimensions, but there are three dimensions that are still not done well, namely related to positivity, service quality and product quality. The conclusion of the study showed that interpersonal communication plays an important role in improving customer satisfaction.

Keywords: Interpersonal Communication, Customer Satisfaction, Employees



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INTRODUCTION

Communication has a very important role in life, because communication is an inseparable part and always involves activities that occur every day for the delivery of all information from one party to another in the form of ideas, messages, or ideas. Making it easier for the communicator and communicant to understand each other with what is meant by the content of the information from the message conveyed (Kim, 2012; Lemon & VanDyke, 2021; Reader, 2022; Sáez Martín et al., 2015; Seyranian et al., 2022).

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Successful communication will be obtained if the thoughts to be conveyed use feelings realized by the sender, a communication becomes unsuccessful if conveying thoughts does not use feelings that are not controlled. Therefore, communication is carried out to convey a message that can affect someone's behavior where the message is conveyed through a certain source or channel so that the recipient of the message can receive the message and can interpret the code conveyed (Akerlof et al., 2022; Bo et al., 2021; de las Heras-Pedrosa et al., 2022; DePaula et al., 2018; Li et al., 2021; Wang et al., 2021).

A process of conveying thoughts and feelings by the communicator to the communicant can be in the form of an idea or opinion that arises from feelings and thoughts so that good familiarity can be established this is a form of interpersonal communication. Because the purpose of communication that is carried out appropriately and effectively will refer to the approach process so that it will produce good familiarity from the communication both from the communicator and communicant.

In terms of business, especially in the food sector, interpersonal communication is very necessary, with interpersonal communication that is done well in running a business, it will be one of the success factors of a business. Therefore, interpersonal communication needs to be done in order to sell the products offered by the business better and can avoid misunderstandings between the businessman and customers.

One of the business opportunities that always has fierce competition is the fast food business, where fast food is very popular with the public. Because with this we do not need to bother to make a food but we only need to wait for the food to be delivered to us. This fast food business also not only provides heavy or light meals but also offers a variety of drinks provided.

A business certainly plans a strategy in improving its service to maintain the unique character of the fast food business. Interpersonal communication has an important role to be applied in a fast food business which is an interaction of business employees to their customers to meet and serve the needs needed by these customers to retain their customers.

As explained earlier, employees of a business are the frontline who must have communication skills that are able to understand messages to customers so that customers feel satisfied with the services provided by the company that runs the business such as being respectful and friendly to customer decisions.

With his communication skills, an employee certainly not only serves customers with language, good attitude and polite, but also must look attractive to attract attention from customers. Interpersonal communication that occurs between employees and customers allows employees to interact directly with customers so as to understand the meaning of the message conveyed by their customers. From this, it is expected to create closeness and create good assessment from customers and increase customer satisfaction.

Customer satisfaction is a response created by customers who feel satisfied with services or products that provide benefits to themselves in accordance with the expectations of these customers. Customer satisfaction is not only caused by whether or not a product is good offered, but services are included with good communication as well.

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If an employee can provide the best and quality service to maintain customer satisfaction while offering his product, then an employee must convey a message that is unique, interesting and easy to understand by his customers so that the customer will feel interested and create a sense of trust from the customer who is likely to be a regular customer for a long time.

Such as the fast food business which is used as the object of research that gets the effect of tight competition in the field of fast food. Therefore, this fast food business has its own way to anticipate its competitors by taking advantage of available opportunities, such as by having new innovations in the products offered, namely by collaborating with several people who have influence or a brand, complete facilities, friendly prices for several groups, good product quality, and quality of service provided to customers so that these customers feel satisfied to this fast food business. Of course this can provide its own benefits so that it can achieve maximum profits.

Indeed, currently the fast food business has grown very quickly in Indonesia so that most Indonesians choose to buy the products offered by the business which causes many fast food restaurants spread across Indonesia. Proven by the number of fast food restaurants available in West Java reaching 13,034 in 2019 One of the business units in this field is Mc Donald's whose outlet is in Karang Satria, North Tambun. As quoted from the [mcdonalds.co.id](https://www.mcdonalds.co.id) Mc Donald's page itself is a business that provides a variety of fast food ranging from heavy meals, snacks to various drinks provided. Mc Donald's first entered Indonesia in 1991 by opening its first restaurant in Sarinah, Thamrin.

Until now PT. RNF has opened more than 200 McDonald's outlets spread across various cities in Indonesia supported by more than 14,000 employees throughout Indonesia. PT. RNF through McDonald's Indonesia is always fully committed to providing the best service for customers, providing leading food quality, and providing great benefits for the people of Indonesia.

But with so many fast food competitors around Mc Donald's Karang Satria, Mc Donald's which offers its products continues to innovate products that are laughed at so that Mc Donald's does not want to lose to compete with other fast food restaurants in Karang Satria.

Researchers conducted research at Mc Donald's and found that the phenomenon related to interpersonal communication along with good service from an employee in terms of bringing the relationship closer from interpersonal communication because the service aspect is also needed to meet customer satisfaction.

Of course, this is interesting for researchers to find out what kind of interpersonal communication carried out by Mc Donald's employees directly in increasing customer satisfaction. Because there can also be obstacles in interpersonal communication between employees and customers as the case below.

The case of employees who are being discussed is a case where customers of one of the mc donald's stores who did not accept were reprimanded by mc donald's employees because the restaurant still maintains health protocols, where to enter mc donald's must use a mask, but when the customer entered mc donald's without a mask then reprimanded, The customer became angry and this caused a commotion until finally allowed into the store but in a state of anger even to show off the customer's wealth. This is certainly a lively discussion where, from this phenomenon we can see that this illustrates a misunderstanding in interpersonal communication that occurs between mc donald's employees to the customer which results in the customer becoming angry with the reprimand given by mc donald's employees to the customer.

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There is also a phenomenon that occurs where one of the customers who is satisfied with the restaurant service provided by the restaurant service and produces a good image. Such a phenomenon quoted from *kompas.com* where a customer uploaded his satisfaction with the service of a waiter at a restaurant in Morrow, Georgia, USA. Thanks to her upload, the waiter named Jazmine Castillo was flooded with tips reaching 10,000 US dollars (Rp 140 million) from strangers. Initially, a customer named Rita Williams posted on her Facebook account that she was impressed by Castillo's service at the IHOP restaurant in Morrow.

"It was very crowded and the servants were very busy. But he remained professional, very kind, patient, and overall provided outstanding customer service," Williams wrote. Williams said, because Castillo's service satisfied him, he gave him a tip of 40 US dollars (IDR 574,000) as reported by UPI, Friday (10/12/2021). "I gave him \$20 and he was like, 'Are you serious?' I gave him another 20, and he said 'No, really?'" Williams told WGCL-TV. Castillo said it usually takes waiting for about seven tables to get a total tip of \$40.

Afterwards, Castillo had a brief conversation with Williams and revealed that he was struggling with money. Williams immediately asked for Castillo's Cash App number and sent him 500 US dollars (Rp 7.1 million) that day. Afterwards, Williams posted his story on Facebook including Castillo's Cash App number. The post went viral and tips flooded Castillo's Cash App balance. "I got a lot of notices. I don't usually get tips from Cash App, I don't know what's going on," Castillo said. Castillo said tips from people through the Cash App had exceeded \$10,000 in a week.

Similar to the employees and customers at Mc Donald's Karang Satria, researchers see the situation at Mc Donald's Karang Satria which with many customers coming to Mc Donald's Karang Satria, there will also be a lot of interpersonal communication between Mc Donald's Karang Satria employees and their customers which will affect customer satisfaction. So that it is possible that the two phenomena above can also occur at Mc Donald's Karang Satria, so that interpersonal communication can make customers dissatisfied and customers may become satisfied. Therefore, researchers are interested in taking this phenomenon into research material to find out whether the interpersonal communication of Mc Donald's employees to their customers can increase customer satisfaction.

With the phenomenon related between fast food employees and this study, it can be concluded that the importance of interpersonal communication carried out to the service so that there is no misunderstanding between employees and customers and with good service will also create a good assessment of customers and can also make customers satisfied with their service so that they are likely to become regular customers and avoid There is a misunderstanding between employees and customers when direct communication occurs.

Basically, a person's attitude can be influenced by communicating and understanding the message conveyed. So with the level of customer satisfaction that can also be influenced by the attitude and quality of an employee given to customers, one of which can be in the form of the ability to communicate or by reading customer attitudes that are done well.

Literature Review

In this study, researchers use previous research for comparison and basis to facilitate researchers in the preparation of this study, so that the results of this study can be accounted for to avoid

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repetition and duplication of research or errors that occurred before. Here are some references to research journals that can be seen below:

1.Linda Faniasari and Leonard Adrie Manafe. 2022. Employee Interpersonal Communication in Creating Customer Satisfaction. *Journal of the Secretary* | Vol. 9 No. 2. Pages 74 – 87

This study aims to determine the importance of interpersonal communication in creating customer satisfaction. Where this research uses a descriptive approach that is studied qualitatively. From the results of this study that, interpersonal communication seen from the equality component there are communication barriers, namely: employees still distinguish old customers from new customers, causing discomfort from customers. While interpersonal communication from the components of openness, empathy, supportive attitude and positive attitude has run well and in accordance with what is expected by customers. So that good interpersonal communication can be a supporting factor in realizing customer satisfaction.

2.Muhammad Septian and Angelika Rosma. 2021. Interpersonal between Coordinators and Management Members of Child-Friendly Integrated Public Space in Galur Village, Central Jakarta. *Jurnal Lugas* Vol. 5, No.1 pp. 58-65

This study aims to determine interpersonal communication between coordinators and management members of child-friendly integrated public spaces in Galur Village, Central Jakarta. Where this research uses qualitative research methods. From the results of this study, the form of interpersonal communication between the Coordinator and members of the RPTRA management of Galur Village in order to improve the performance of RPTRA managers still cannot be said to be good. Some obstacles related to the intensity of meetings and the lack of improvement in interpersonal relationships of each RPTRA manager of Galur Village (Martin & Nakayama, 2017; Sapienza et al., n.d).

3.Suharsono. 2020. Interpersonal Communication of Pokdarwis in Improving the Quality of Homestay Services (Case study on homestay management community on Untun Java Island, Thousand Islands). *Journal of Communication Research*. Volume 3 Number 2. Pages 161-176

This study aims to identify pokdarwis activities through interpersonal communication to improve the quality of homestay services. Where this research uses qualitative research methods and descriptive analysis. From the results of this study that Pokdarwis through interpersonal communication carried out was able to improve the quality of service. In addition, mutual agreement is also needed on tourist service procedures. Further research is needed related to the quality of human resources, social capital to increase the attractiveness of Untung Java destinations.

4.Muhammad Awir Yamona, Dini Zulfiani, and Kadek Dristiana. 2018. Interpersonal Communication of Frontliner Employees in Increasing Customer Satisfaction PT.J.CO DONUTS & COFFEE Giant Alaya Samarinda Branch. With the aim to describe the interpersonal communication of frontliner employees in increasing customer satisfaction PT.J.CO DONUTS & COFFEE Giant Alaya Samarinda branch. *eJournal lmu Communication*. 6 (4): 206-216.

This study aims to analyze the interpersonal communication of frontliner employees in increasing customer satisfaction of PT, J.CO Donut & Coffe at the Giant Alaya Samarinda branch. Where this research uses qualitative research methods. From the results of this study, interpersonal communication seen from the characteristics of effectiveness there are communication barriers.

5. Erwin Riana Ramandanu, Dian Esti Nurati, and Buddy Riyanto. 2018.

The role of receptionist interpersonal communication in increasing customer satisfaction at Surya Sukowati Sragen Hotel. *Unisri Journal*. Volume I Pages 1-87.

This study aims to describe the role of interpersonal communication receptionists in customer satisfaction at Surya Sokowati Hotel. Where this research uses descriptive research methods, qualitative methods. From the results of this study, the receptionist's interpersonal communication at Surya Sukowati Hotel is quite good, so the impact of customer satisfaction is created through the stability of customer expectations with increased interest in returning to the hotel.

6. Risa Larsen, Elisabeth Mangrío, and Karin Persson. 2021. Interpersonal Communication in Transcultural Nursing Care in India: A Descriptive Qualitative Study. *Journal of Transcultural Nursing*. Vol. 32(4): 310–317.

The study aims to gain a deeper understanding of interpersonal communication as experienced by nurses working in culturally diverse hospitals in India. Where this research uses qualitative research methods. From the results of this study, that Focus study theme on tools and techniques for working with culturally diverse patients and how to maintain quality care in diverse hospital settings. Language resources, language tools, and cultural knowledge are useful aids for nurses when communicating with transcultural patients. This helps nurses gain confidence and foresee patient needs.

From several previous studies, it can be concluded that the similarity of this study is discussing interpersonal communication in increasing customer satisfaction in an organization, company, and government. In some previous studies also showed the results that interpersonal communication is influential in increasing customer satisfaction, especially in a company that provides fast food.

METHOD

Qualitative research according to Moleong (2017: 6) hereby states that research that understands the phenomenon of what is experienced by research subjects as a whole by describing something in the form of words or language.

After the data is obtained, it is presented using qualitative descriptive analysis techniques which are methods to describe a phenomenon through descriptions in the form of sentences and language using natural methods. The type of research used by this study is a qualitative descriptive approach.

Researchers examine by describing the situation of an event because they tend to use research conducted through observation and interviews. This research is a way to obtain data with specific purposes and uses. This is based on the consideration of researchers to understand and study in depth about barista interpersonal communication in increasing customer satisfaction.

RESULT AND DISCUSSION

1. Description of Research Informants

In this study, researchers conducted interviews with several informants to obtain complete data so that they could be processed and the results of the research could be presented. The description of informants needed as informants in this study is as follows:

1. Widya Dama

A 27-year-old woman who served as Assistant Manager of Mc Donald's Karang Satria in 2018 who was very instrumental in supervising and managing all activities of Mc Donald's Karang Satria overall employees.

2. Rizky Febrian

The 21-year-old man who is a crew member at Mc Donald's Karang Satria has been in 2020 until now and acts as a Frontliner.

3. Irwan Rafles

A 25-year-old male customer who works as a private employee as well as a student and is categorized as a Mc Donald's Karang Satria customer because he has made repeated purchases at Mc Donald's Karang Satria.

4. Alid Raga Yudiar

A 24-year-old female customer who works as a student and is categorized as a Mc Donald's Karang Satria customer who has made repeated purchases at Mc Donald's Karang Satria.

5. Maretha Triandini

A 23-year-old female customer who works as a student and is categorized as a Mc Donald's Karang Satria customer who has made repeated purchases at Mc Donald's Karang Satria.

6. Nadiah Abidin, Lecturer & Academician

Mrs. Nadiah is one of the Communication Science lecturers and Communication Practitioners from the STIAMI Institute of Social Sciences and Management since 2017. Mrs. Nadiah is an Academic who is engaged in communication management in the field of Public Relations, especially digital public relations.

2. Description of Research Results

This research uses qualitative descriptive methods as a way to process data obtained from the field. In realizing this, researchers conducted data collection techniques through direct interview activities by referring to the conceptual model contained in chapter 2 concerning Interpersonal Communication of Mc Donald's Karang Satria Employees in Increasing Customer Satisfaction at Mc Donald's Karang Satria.

The research uses two theories, namely Devito theory for the concept of Interpersonal Communication and Lupiyoadi theory for the concept of Customer Satisfaction. The results obtained in this study are as follows:

First, Interpersonal Communication Theory

1. Openness Dimension

The main step in increasing customer satisfaction is the openness that occurs in interpersonal communication between MC Donald's Karang Satria employees and Mc Donald's Karang Satria customers. Through an interview with Widya as assistant manager of mc donald's karang satria expressed his opinion regarding openness that

"I think openness is very important, because with the openness that occurs between customers and employees, in addition to being able to make communication smooth with customers, we can also find out

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what customers really need for us. Openness can also bring customer trust in us and we also do not rule out the possibility of being open to customers. (Widya, 2022)"

Openness is important because it aims to minimize miscommunication from both parties and avoid conflicts that will occur when there is miscommunication. Like Maretha Triandini's statement that supports this regarding an openness of the parties involved in communication, which is as follows:

"For the issue of openness between employees and customers in my own opinion is very important, in my opinion this openness aims to minimize what will happen such as for example is miscommunication between the two parties which will lead to or trigger a conflict which is not good. It is also very influential for mc donald's good name. (Maretha, 2022)"

Openness is also important because a customer also has the right to ask questions about products, prices or things related to customers where there must be openness.

This was also conveyed by Alid as a customer of mc donald's who felt that openness was important, namely as follows:

"I think it is quite important, if the communication is related to the product being sold, such as how much the price is, with the price offered to get any product, etc. so that we as customers know about it and do not become confused in choosing. (Alid, 2022)"

Interpersonal communication that occurs between employees and customers also aims to build a relationship or a strong relationship from both parties. Such as statements delivered directly by academics, which are as follows:

"Interpersonal communication carried out by frontliners to customers aims to build strong relationships. Frontliners serve as the company's frontline that not only shares information with customers, but also as a determinant of the level of comfort, satisfaction, and desire of customers to have a long-term relationship with the company. (Nadiah, 2022)"

Based on statements from employees, customers and also from academics submitted, according to researchers, MC Donald's Karang Satria employees have carried out the dimension of openness in interpersonal communication to their customers well, which makes communication between employees and customers of Mc Donald's Karang Satria effective so as to increase customer satisfaction.

2. Empathy Dimension

An empathy will make us feel what others feel, just like when we become employees we will feel the position of being a customer and vice versa. This will also make us know what our interlocutor wants.

This was conveyed by one of Mc Donald's employees, Risky , who said that empathy is important, which is as follows:

"It is very important in my opinion, because with empathy in communication with customers we will be able to feel what it feels like if employees are in the customer's position and also customers will feel the position as employees. If in communicating there is empathy, employees will know what customers want so that customers feel satisfied with the service in the restaurant. (Rizky, 2022)"

The statement was also felt by alid as a customer of mc Donald's karang satria who stated that empathy is important so that we can feel or understand what customers feel, which is as follows:

"The role of empathy in interpersonal communication between employees and customers in my opinion is quite important, because so that employees can understand what customers feel so that they can help solve relevant problems. (Alid, 2022)"

Even the empathy given by mc donald's employees can also be felt by maretha as a customer of mc donald's employees karang satria. This was conveyed by Maretha, which is as follows:

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"Yes, I feel that there is empathy, empathy is done through hospitality for the service they provide to me or to other customers, which ultimately makes me feel a sense of satisfaction from myself to Mc Donald's employees. (Maretha, 2022)"

This is also reinforced by statements from academics about empathy that can be conveyed in any form when interpersonal communication between employees and customers occurs, which is as follows:

"Very important. Frontliners are a reflection of the company. Frontliners who are friendly, capable, and responsive will play an important role in customer decision making to continue to interact with the company, including consuming the products and services offered. In a sense, customer loyalty depends on the extent to which the frontliner is able to meet customer expectations and cause a positive image in the minds of customers. (Nadiyah, 2022)"

Based on the above statements from employees and customers of mc donald's karang satria and academics, according to researchers, the dimension of empathy is carried out well by mc donald's employees karang satria to its customers so as to increase customer satisfaction.

3.Support Dimension

A support is an important thing that needs to be given to its customers, a lot of support can be given to its customers such as support in the form of food that is prioritized for children. This was stated by Widya as assistant manager, namely as follows:

"Mc Donald's itself provides support to its customers through a food menu, namely happy meals. This is done to support the company's long-term global growth plans by harnessing the impact of food for children. Starting in 2022, McDonald's will make improvements and improvements to the Happy Meal menu so that McD can offer more balanced meals, with simple ingredients, more transparent to the nutritional content of food, especially Happy Meal. (Widya, 2022)"

A support can also be in briefing or suggesting to new customers who still don't understand about mc donald's so that they know it. This was conveyed by Irwan as a customer of mc donald's karang satria, which is as follows:

"It's very important to support customers, because not everyone goes to MCD many times. There are also many of them who may be coming for the first time, so BLM still understands. Support in terms of providing suggestions and directions can calm confused customers. (Irwan, 2022)"

A support can also be in briefing or suggesting to new customers who still don't understand about mc donald's so that they know it. This was conveyed by Irwan as a customer of mc donald's karang satria, which is as follows:

"Maybe for most people support is arguably not important, but for me it is very important, because support in my opinion is not just talk that is given directly, but also support that is conveyed indirectly from employees to their customers. (Maretha, 2022)"

This is also reinforced by the statement given by the academic, Nadiyah, which is as follows:

"Frontliners need to fully and deeply understand the jobdesk that the company mandates to them. For example, a frontliner standing at the front desk reception at the hotel. In general, customers will expect a frontliner who is friendly, informative in answering all customer questions, and dexterous in ensuring customers receive service as expected even if it is possible to exceed expectations. When a frontliner presents himself as a professional who understands the ethics and jobdesk he should do, then the customer will achieve satisfaction that affects the customer's view of a hotel as a whole entity. In the opposite context,

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frontliners expect customers to understand the regulations that apply in the hotel; Customers behave and behave well that allows the atmosphere to remain calm, safely controlled, without commotion or friction that can disturb the comfort of others and hinder officers in carrying out their work. (Nadiyah, 2022)"

Based on the above statements given by employees, mc donald's karang satria customers and academics, according to researchers mc donald's karang satria employees have carried out the support dimension that occurs in interpersonal communication well.

4. Positivity Dimension

One of the dimensions that needs to be done is the positivity dimension, because a positive attitude needs to be done in communicating in order to avoid misunderstandings and minimize future complaints if this dimension is not done. This is also to achieve customer satisfaction. As conveyed by Widya as assistant manager about the statement, which is as follows:

"I think this positiveness is also very important. Because with a positive attitude in a communication with customers, this from the employee will certainly avoid misunderstandings that occur between employees and customers and will also minimize complaints from customers. (Widya, 2022)"

A positivity can also be done in some form or action taken by mc donald's employees to their customers so that customers feel satisfied. This was also conveyed by Rizky who explained the statement, which is as follows:

"If for the form of our positive attitude to customers, of course there is but this positive attitude means that we as employees of Mc Donald's provide the best hospitality for customers, besides that there is also a magic number and there is also MCACC given from the employees of Mc Donald's to its customers as a form of positivity. (Rizky, 2022)"

This was also agreed by one of Mc Donald's customers, Alid who said that the need for positivity is carried out in communication that occurs between employees and customers, which is as follows:

"Of course it is very important, because I think the positive attitude will be transmitted to the surroundings of the person who does the positive attitude. So that when employees show a positive attitude to their customers, God willing, that positive attitude will also spread to their customers and will continue to spread. (Alid, 2022)"

A similar statement was also stated by Nadiyah as an academic who conveyed this, namely as follows:

"In carrying out interpersonal communication, frontliners must be able to understand customer culture and characteristics. Frontliners are quick to pay attention to verbal and nonverbal language from customers. For example, customers from Spain like small talk, casual conversation, and warm and lively interactions. Unlike the case with customers from Germany. In terms of culture, Germans generally like everything to be brief, concise, and clear. While in the field, frontliners can pick up signals shown by customers, whether spoken or not. For example, when the weather is hot, customers appear to sweat, and hold their necks while swallowing, frontliners can take the initiative to convey empathy, offering tissues, fans, or drinks. Attention to small and big things will make customers feel cared for and in the process feel satisfied with the services provided. (Nadiyah, 2022)"

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Based on the statements above, it can be concluded by researchers that MC Donald's Karang Satria employees have applied the positive dimension to customers in interpersonal communication that can increase customer satisfaction.

5.Dimension of Similarity

The similarity provided in providing services is not differentiating customers from one another because of certain factors, this needs to be done for the convenience of mc donald's customers As stated by risky as an employee of mc donald's, which is as follows:

"If you equalize the position of customers like what it used to be, if for example there is a manager who is queuing to order food, then automatically he is the same as other customers and will not put the order first. But if for seniors or those with special needs we will distinguish, even in the past at Mc Donald's there was a gold chair that was only specifically for customers with special needs or seniors. (Rizky, 2022)"

The statement was also conveyed by Widya as Assistant Manager of Mc Donald's Karang Satria where he said that all customers at MCD will be equal, especially in providing services to their customers. They are as follows:

"Of course in providing our services, especially McD employees, we never distinguish between customers and other customers, we provide the same service that is fair to all. Even if there are other employees who want to order food, they must also follow the queue that existed before and will not be put first in the queue. So all customers here will be equalized. (Widya, 2022)"

According to Alid, if there is indeed a direction to equalize all positions from the mcd to its customers in providing services, then of course it will happen there is nothing different, namely as follows:

"I think it comes back to the person himself, some can equalize all customers, maybe some can't. But perhaps if they were given direction on the equal position of customers, perhaps employees would be able to do so. (Alid, 2022)"

And this was also felt by Maretha who felt that mcd employees had equalized for all mc donald's customers by providing the same service to every mc donald's customers, namely as follows:

"So far, according to my experience in visiting McDonald's to buy food, McDonald's employees have been quite good at equalizing between customers by providing fair and equal service to all customers without differentiating each customer. (Maretha, 2022)"

Based on the above statement submitted by mc donald's employees and customers. So according to researchers, MC Donald's employees have carried out the dimension of similarity well so as to cause a sense of customer satisfaction. Second, Customer Satisfaction Theory

1.Product Quality Dimension

Always maintaining product quality with certain procedures to keep it good and warm so that customers feel satisfied with the products served to customers is a very important thing to do. The statement was delivered by Rizky as an employee of Mc Donald's. They are as follows:

"Mc Donald's always keeps the quality of the product good and warm so that customers feel satisfied with the products served. As for how to maintain the quality of these products, among others, each Mc Donald's

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product has its own holding time, good storage and handling are also always carried out on each product so that the quality of the product is maintained. (Rizky, 2022)"

The statement was also conveyed by Maretha as a customer of Mc Donald's who felt that the quality of the products provided was the best, namely as follows:

"According to my experience in ordering food at mc donald's for every product - the products that are always served by mc donald's to customers are products with the best quality. (Maretha, 2022)"

A quality product is also an important thing such as product cleanliness, taste of food and beverages, so that when served to customers, customers will feel satisfied with it. The statement was delivered by Nadiah as an academic, namely as follows:

"The key to a fast food business lies in the speed of service, product hygiene, giving discounts and bonuses, menu variations, the taste of food and beverages, friendliness, and employee alacrity. Good interpersonal communication, both internal and external to the company, holds the key in maintaining customer loyalty not to move to competitors. This means interpersonal communication between management who hold higher positions and employees; employees of the same level; employees with customers; management with the media; and so on must be maintained continuously well without problems. Imagine if there is a massive demonstration of employees due to poor interpersonal communication between management and employees or there is a common fierce dispute between frontliners and customers because frontliners often frown, stalk, and do not pay close attention to customer requests, then this will all encourage customers to switch to competitors who are considered more concerned about employee welfare as they should be and are friendly and professional when providing service. (Nadiah, 2022)"

Based on the statements conveyed above by mc donald's employees and customers and academics, according to mc donald's researchers, karang satria has carried out this dimension well.

2. Service Quality Dimension

Service quality certainly greatly affects customer satisfaction, where a quality of service provided to customers will determine customer satisfaction and a good picture for customers. When customers are satisfied with the quality of service, it is likely that customers will come back. As stated by Widya as Assistant Manager of Mc Donald's Karang Satria, which is as follows:

"Of course it is very influential in my opinion, because if we don't serve customers well, customers will not come back again. By providing the best service for customers, of course, customers will feel happy with the service provided so that there will be a sense of satisfaction from customers, and when customers feel this, most likely customers will come back because the service provided from mc donald's is very good. (Widya, 2022)"

Quality of service can even be a face of a company, especially in a company that has a service such as in providing service when ordering food in a fast food company. The statement from Widya was also felt by Maretha as a customer at Mc Donald's Karang Satria, which is as follows:

"It is very influential for my own opinion, because service is the most important thing in a fast food company like this where the quality of service will be highly valued and become a factor of customer satisfaction or can even be said to be the face of the company. (Maretha, 2022)"

Based on the statements conveyed by mc donald's employees and customers above, according to mc donald's researchers has been quite successful in increasing customer satisfaction.

3. Emotional Dimension

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The emotional form is a very risky thing, but the emotional form is not just happy and sad. Customers will feel satisfied if in providing service there is always a good greeting from the employees. Statement from Irwan as a customer of Mc Donald's Karang Satria, namely as this betikut :

"Of course everyone has their own emotions, but emotions are not just about feeling happy or sad, it can also be like feelings of anger and others. But if in providing service every employee always gives a good greeting, for example as a greeting I say hopefully happy with the dishes served. Of course I will feel happy emotionally. (Irwan, 2022)"

A company will pay attention to the needs and give appreciation to its loyal customers as a form of gratitude for being loyal customers which will lead to a sense of pleasure and satisfaction from customers to the company As stated by Nadiah as an academic, which is as follows:

"A good company will always pay attention to the needs and how high the level of consumption of its customers' products and services. If a customer proves to be a loyal user of a product and or service, then the company ideally provides appreciation in the form of discounts, product bonuses, thanks, and other things that will increase customer enthusiasm to keep subscribing. (Nadiah, 2022)"

From statements submitted by customers and academics, according to researchers, MC Donald's employees have carried out this dimension to increase customer satisfaction.

4.Price Dimension

The price of each product will indeed be a benchmark but with the price set, the company will provide the best product quality also for its customers. As stated by Widya as Assistant Manager of Mc Donald's Karang Satria, which is as follows:

"The price of each menu has been adjusted to the outlet in its class, but with the price that has been set, of course there is the best product quality provided by Mc Donald's to customers. However, if the price at other outlets that are in its class increases, we will also increase the price. (Rizky, 2022)"

A menu price must certainly be proportional to the quality of the products provided to its customers so that customers feel satisfied with the products provided by the company. The statement was conveyed by Maretha as a customer of Mc Donald's Karang Satria, which is as follows:

"From my point of view for the price they offer to customers, in my opinion, it is comparable to the quality of the products they provide to customers, where at this price I also feel satisfied or can also be said to be worth it. (Maretha, 2022)"

With all the facilities and comfort provided, of course a price will be a comparison where if it is given then customers will feel that the price is very reasonable. As stated by Irwan as a customer of Mc Donald's Karang Satria, which is as follows:

"In terms of price, it is affordable with service, quality provided and all facilities provided and also a comfortable place, so in my opinion it is very comparable, therefore I sometimes choose to do tasks here. (Irwan, 2022)"

Based on statements submitted from mc donald's employees and customers, according to researchers mc donald's employees have carried out this dimension well.

5.Cost Dimension

Cost is one of the most important factors because it can affect customer satisfaction where a customer adds a little cost but gets more products. Like the statement from Rizky as an employee of Mc Donald's Karang Satria, which is as follows:

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"Given the needs that have increased at this time, my opinion with the promo held by Mc Donald's is quite satisfying for customers because every month Mc Donald's holds a fairly large promo especially if combined daily promos with monthly promos, these customers can get double promos saar payment and it will be twice as cost-effective and customers can get a lot of menus at these prices or costs so that these customers will come again and again. (Rizky, 2022)"

The statement was also felt by Irwan as a customer of Mc Donald's Karang Satria, which is as follows:

"In my opinion, if indeed the menu we want by adding a cheaper price than the normal price, the menu will be very profitable, because we can get the menu at a cheaper price so we only need to spend a little extra cost than the normal price but get additional products. (Irwan, 2022)"

Based on statements submitted by employees and customers of mc donald's karang satria, according to researchers what mc donald's employees have done has been quite successful in increasing customer satisfaction.

Discussion

At the discussion stage, researchers will describe the results of the research by answering the research questions contained in chapter I, which are as follows:

1. How is the interpersonal communication of mc donald's employees in increasing customer satisfaction at mc donald's karang satria?

In increasing customer satisfaction, frontliner interpersonal communication is very important, especially Mc Donald's employees, especially Mc Donald's company is a company that provides fast food, where in this case its employees directly communicate directly with their customers.

For interpersonal communication of Mc Donald's employees with their customers, interpersonal communication of employees at Mc Donald's Karang Satria has been running well and is carried out in various ways such as openness where MCD receives complaints or criticisms and suggestions, gives empathy to its customers, takes a positive attitude in doing service, and equalizes the position of all customers who come to Mc Donald's and does not discriminate every its customers.

In the process of increasing customer satisfaction, Mc Donald's also maintains and provides the best quality products that will be presented to its customers, provides the best service also professionally by giving a sense of admiration to its customers, providing affordable prices and even providing a promo to add a little cost to get additional products.

In the first concepts of openness, empathy, support, and commonality. This dimension has been well applied such as openness on the part of employees in interpersonal communication between employees and customers, openness in accepting criticism and suggestions from customers. Even customers can also complain directly to the manager who is working there. Employees also provide a form of empathy in providing service with a friendliness when interacting with customers.

Mc Donald's also provides support through its product called Happy Meals which is a product that strongly considers a food in terms of benefits and so on, so that the food consumed becomes healthy and quality food, especially for children. In serving a customer, even Mc Donald's does not distinguish every customer who visits there to buy food. They provide the same service for each customer, even if it's employees even though they still have to queue if there is a queue to order food.

Then in the second concept, namely customer satisfaction, dimensions that have been going well, namely emotional, price and cost.

Mc Donald's gives an admiration for its customers and an appreciation for its loyal customers in providing service by giving a good greeting and giving a promo to these customers. Then with the price offered, Mc Donald's has provided the appropriate price by providing the best quality products that have been adjusted in price for its customers. The promos provided by mc donald's also vary, where this promo customers only

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need to add a small fee but customers can get an additional menu that is appropriate, even this promo can also be done many times for mc donald's customers.

While the dimension that runs less than optimal in the first concept is positivity. Where customers feel a less positive attitude from mc donald's employees. The dimensions that run less than optimal in the second concept are service quality and product quality.

2. What are the barriers to interpersonal communication between Mc Donald's employees and customers?

In the research of interpersonal communication of mc donald's employees in increasing customer satisfaction at mc donald's karang satria there are several obstacles that occur in the process, namely:

1) The many different characters of customers

The main obstacle that occurs in increasing customer satisfaction at Mc Donald's Karang Satria is the difference in character of each customer. What is meant by the difference in character from customers is that sometimes there are customers who are easily carried away by emotions in making complaints. Then this becomes an obstacle for McDonald's employees in responding to complaints from customers if carried away by emotions. This will muddy the atmosphere and make interpersonal communication will not run smoothly.

2) Lack of human resources in working time

The next obstacle is the lack of human resources in working time. In providing service to customers, sometimes mc donald's employees are quite difficult if the human resources working are not enough. This can happen during weekends where customers will increase more and continuously but the number of human resources is insufficient, this obstacle makes obstacles, especially in providing product quality that can occur due to human error such as incorrectly providing the product ordered by the customer.

3) Do not double check the order menu

The last obstacle is about not doing double checks on food ordered by customers. This obstacle usually occurs in drive thru purchases, this can happen because of the large number of orders from customers and the non-double check menu ordered by customers so as to make missing products which will cause customer dissatisfaction and cause complaints from customers.

3. What is the solution to overcome the barriers in interpersonal communication between mc donald's employees and customers at mc donald's karang satria?

Based on the description of Widya and Risky as employees of Mc Donald's in Karang Satria, related to the obstacles faced during increasing customer satisfaction is to provide the following solutions:

1) Understand the character of its customers

For now, McDonald's employees must understand the character of customers who visit there, if there are indeed complaints and provoked by emotions, McDonald's employees must understand the personal character by continuing to calm down and express their apologies for the complaints that come. Because if mc donald's employees are also provoked by emotions, the atmosphere will only get murkier and the problem will only be long. But if mc donald's employees remain calm and understand the character of the customer, then the customer will also be calm and not carried away by emotions again.

2) Add HR in working time

To overcome this obstacle with the problem of lack of human resources is to increase the number of human resources in working time on weekends where in that time customers will increase in number, so that mc donald's employees are not stuck in providing quality service to customers. The addition of human resources is intended so that customers do not feel disappointed with the services provided by Mc Donald's in Karang Satria so as to minimize complaints or minimize disappointment from customers towards Mc Donald's in Karang Satria

3) Double check the order menu

In overcoming this, it is necessary to double check the order menu from customers, this is very necessary so that there are no missing products or errors in providing products to customers. Another solution is to brief each employee in changing shifts so that McDonald's employees always remember to double check the order menu.

This research can be aligned with previous research such as research conducted by Erwin Riana Ramandanu, Dian Esti Nurati, Buddy Riyanto in 2018 with a study entitled *The Role of Receptionist Interpersonal Communication in Increasing Customer Satisfaction at Hotel Surya Sukowati Sragen*. Where the results of the study show that the interpersonal communication of receptionists at Surya Sukowati Hotel is quite good, so that the impact of customer satisfaction is created through the stability of customer expectations with increased interest in visiting back to the hotel. This is in line with research at MC Donald's Karang Satria which focuses on interpersonal communication between MC Donald's employees and customers to increase customer satisfaction at MC Donald's Karang Satria.

CONCLUSION

Based on the description and knowing the results of research that have been described in the previous chapter, researchers will provide conclusions based on answering the research objectives, which are as follows:

1. Interpersonal communication of Mc Donald's employees in increasing customer satisfaction at Mc Donald's Karang Satria, hereby researchers conclude that the interpersonal communication of Mc Donald's employees carried out by Mc Donald's employees has run well with the theory of interpersonal communication dimensions of openness, empathy, support, similarity has run well and the theory of customer satisfaction with emotional dimensions, price, And the cost has been executed well too.
2. Interpersonal communication barriers of Mc Donald's employees in increasing customer satisfaction at Mc Donald's Karang Satria, researchers found that there are obstacles in increasing customer satisfaction, starting from the number or difference of each character of the customer that makes Mc Donald's employees confused in the face of complaints from customers, lack of human resources in working time where this makes human error so that orders are presented to customers sometimes Being not in accordance with what is ordered, and the last is the absence of double check on the customer order menu which also makes the order given to the customer different, if on the drive thru it will be a missing product or missing product.
3. The solution to the obstacles that occur in the interpersonal communication of Mc Donald's employees in increasing customer satisfaction at Mc Donald's Karang Satria is to understand the character of these customers so that Mc Donald's employees are not confused in dealing with complaints from customers, adding human resources at work time when customers start to multiply so as not to occur human error which occurs incorrectly giving the products ordered by customers, And the last is to double check the order ordered by the customer so that there is no missing product, especially on drive thru orders.

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