

Analysis of the Effectiveness of Barista Interpersonal Communication (Case Study at Coffee Shop in Bandung, Indonesia)

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Abstract

Objective – This study aims to analyze the effectiveness of interpersonal communication in selected coffee shops in Siliwangi, Bandung, Indonesia. This study is drawn on the phenomenon of the importance of baristas having effective interpersonal communication skills in line with the recent growth of coffee shops

Design/methodology – To explain the social reality that occurs naturally in Kedai Kopi Siliwangi this study utilizes descriptive qualitative methods to describe the role of interpersonal communication that occurs between baristas and customers in increasing customer loyalty.

Results – In general interpersonal communication has been carried out effectively and is able to change the attitudes and behavior of customers. Barista of Kedai Kopi Siliwangi has mostly fulfilled the five aspects of the effectiveness of interpersonal communication, except that the aspect of empathy is still not optimal.

Limitation/Suggestion – This study may be limited in covering more comprehensive aspects of communication strategies. Future studies are hence suggested to embark research on effective management and communication strategies, both verbal and digital visual in the coffee shop. These themes can complement the viewpoints and expectations of the community towards the growing coffee shop.

Keywords: Interpersonal Communication, Effectiveness, Customer Satisfaction, Customer Loyalty

1. Introduction

Interpersonal communication has a very important role in everyday human life. The basic forms of soft skills in communication in establishing relationships with other humans often support a person's success in various matters such as in the aspects of academic, career, and business (Supardan, 2008). Interpersonal communication can also be said as a basic competency to understand the context of conversation that embodies positive attitudes and actions that support every activity. These interpersonal communication skills will continue to develop if they continue to be learned and practiced in everyday life and can even support the development of other competencies (Fiske, 2014). Therefore, everyone is required to understand and have interpersonal communication skills to be more successful in sharing information, getting along, and collaborating.

Suryanto (2015) in the Introduction to Communication Studies states that 90% of failures in human life are caused by a lack of interpersonal communication skills. Likewise, in the world of work and business, interpersonal communication skills can build more effective communication with colleagues, superiors, subordinates, or with customers. No doubt in the era of increasingly fierce business competition characterized by the transformation from product oriented to customer oriented, interpersonal communication skills are the golden key to sustainable success. According to De Vito (2013) interpersonal communication skills are recognized as crucial for every profes-

sional. Even the success and happiness of one's life ultimately depends on how effective you are as an interpersonal communicator.

An interesting business phenomenon occurring recently in Indonesia is the rise of coffee shops built with various concepts and strategies to attract the attention of customers such as the availability of wifi facilities, unique and artistic interiors, comfortable atmosphere and other hospitality. Ario Fajar, Head of Marketing of PT Toffin Indonesia, a distributor of coffee makers, said that the development of the number of coffee shops in the city of Jakarta increased by 10% in 2018 and Syafrudin, Chairman of the Specialty Coffee Association of Indonesia (SCAI), predicted that the coffee shop business would reach the end of 2019 will increase to reach 15% -20% (Zuhriyah, 2019). The proliferation of coffee shops in Indonesia, among others, according to BBC News Indonesia in 2018, because Indonesia is one of the fourth largest coffee producing countries in the world. In addition, the results of the 2018 Statistics Indonesia survey showed that youth in Indonesia reached 63.82 million people or a quarter of the total population of Indonesia Monicasef (2019) so based on 2016/2017 International Coffee Organization (ICO) data, Indonesia is the sixth largest coffee consuming country in the world with 4.6 million pounds of coffee, equivalent to 276 million kilograms of coffee. The highest ranking of coffee consumers in the world is the European Union 42.6 million pounds of coffee, ranking second to fifth in America, Brazil, Japan and Russia (databoks.katadata.co.id, 2018).

The coffee shop business is currently one of the very promising businesses. Drinking coffee at a café is no longer synonymous with the tastes of parents, but instead turns to young people regardless of gender, so that coffee drinking has become a lifestyle and a means to show their existence (Monicasef, 2019). In the last 10 years the coffee shop business has developed very rapidly. For example, in Bandung the number of coffee shops reaches around 600 outlets (Mela, 2019). In article 11 Recommended Coffee Spots in Bandung on whatsnewjakarta.com, the recommended coffee shops are Hara, Noah's Barn, Marka Café, Two Hands Full, Kozi Lab, Jack Runner Roastery, Lacamera, Sejiwa Coffee, Blue Doors, and One Eighty Coffee, Siliwangi Coffee. The recommended number of coffee shops shows that the growth of coffee shops has not been followed by adequate quality. Andi K. Yuwono, one of the coffee shop owners in Bandung, stated that the ability of the coffee shop businessmen to satisfy consumer tastes was inadequate. According to him, it was caused by two things, aside from limited capital because it was still classified as MSME and also because the skills of the baristas had not been able to adjust themselves to coffee lovers dominated by young people because most of the baristas were over 35 years old (Mela, 2019).

Referring to the opinion of Adi Taroepratjeka, a coffee expert, baristas are people who work to make coffee. The term barista comes from Italy which means "the person behind the bar" (Adzani, 2015). However, barista's skills must be broader, not only operating coffee machines and making decorations, and "image" on coffee, but baristas need effective, calm, and clear communication skills to every customer even under pressure situations, because when providing information a mistake will lead to a wrong order and a dissatisfied customer (www.deputy.com). No matter how good the coffee they produce and serve or how cool the coffee shop they work at, baristas who don't have communication skills and bad attitude will make the coffee shop abandoned by all its customers. So, baristas are the forefront and the core of a coffee shop. Therefore, their soul must be one with the work and all customers. A barista must know well with all customers, establish relationships personally and professionally, and work with all my heart (Mustika, 2015).

According to De Vito (2013), interpersonal communication is relational and cannot be avoided. Success depends on the effectiveness of applying interpersonal communication. Effective interpersonal communication, from the humanistic perspective, requires openness, empathy, supportive, positive and equality attitude (Prasetyo,

Safitri, & Hidayat, 2017). Some previous researchers who used the five criteria in measuring the effectiveness of interpersonal communication include (Fitri, 2017; Prasetyo et al., 2017; Rahmah, 2018). Rahmah's research results (2018) at Starbucks coffee Indonesia Pondok Indah Mall in South Jakarta concluded that the Starbucks barista has effective interpersonal communication skills, both in terms of openness, empathy, supportive, positive, and equal attitude. However, the enthusiasm, motivation, and discipline of the baristas still need to be improved because some of them still use their smartphones for personal use even though the atmosphere of the customer is very crowded.

Based on the phenomenon of the importance of baristas having effective interpersonal communication skills in line with the recent growth of coffee shops, this study aims to analyze the effectiveness of interpersonal communication in Siliwangi coffee shops located on Jalan Laswi No.1E, Kacapiring District Batununggal, Bandung City, West Java. The background of choosing Siliwangi Coffee Shop is that it is one of the recommended coffee shops of 600 coffee shops in Bandung which has a signature offer of a homey impression, supported by good design, layout, and lighting, and is strengthened by the results of preliminary observations and interviews by the author do with the Siliwangi Coffee Shop.

2. Literature Review

Definition of communication

Communication comes from the Latin "communicare" which means to be shared. Communication is the activity of selecting and sending symbols to help message recipients interpret and respond to the thoughts of the message giver (Novianti, Sondakh, & Rembang, 2017). Communication is also an activity to express the contents of one's feelings and thoughts to others so that communication cannot occur if it does not involve the message giver to the recipient of the message (Imamah, 2018). Communication is also defined as any form of interaction with others with the aim of ordinary conversation, persuasion, teaching, and negotiation (Rahmah, 2018). Communication can also be interpreted as an activity to convey what is thought, the concepts we have and the desires that we want to convey to others. Communication is the art of influencing others to get what we want (Kusuma & Sugandi, 2019).

Thus, communication is a social process to convey messages orally or other media to inform and change attitudes, opinions, or behavior (Novianti et al., 2017). A social activity, communication always involves other humans to interact, between the sender and the recipient of the message. Communication is dynamic, complex, and constantly changing so it has no end. A meaning is dynamic which can have more than one meaning, even a message can have multiple layers of meaning. However, if there is no communication, all parties will find it difficult to use the same language to be able to interpret the same event. Communication will fail if there is no similarity to the meaning conveyed Imamah (2018) because communication is the process of sharing or using information together and linkages between actors of communication in the information process (Kusuma & Sugandi, 2019).

Communication Effectiveness

There are five components involved in communication, namely (1) who, namely the first communication actor who has an initiative or source; (2) say what, namely the contents of the information submitted; (3) to whom, namely other communication actors targeted by the recipient; (4) through what channels, namely the tools or channels for delivering information; (5) with what effect or result, that is, the outcome that occurs to the recipient. While the form of communication consists of four forms, namely (1) Intrapersonal communication, namely the process of communication that occurs within an individual or communication with oneself; (2) Interpersonal communication, which is the process of communication between two or more people face

to face; (3) Public communication, namely public speaking and audience communication in face-to-face situations in front of large numbers of listeners; and (4) Mass communication, namely the process of mass communication through mechanical devices, such as radio, television, newspapers and film (Rahmah, 2018).

Among all forms of communication, according to Joseph A. Devito in his book "The Interpersonal Communication Book", interpersonal communication is the process of sending and receiving messages between two people, or between a small group of people with some effects and some instant feedback (Kusuma & Sugandi, 2019). Thus, interpersonal communication is a hallmark of the effectiveness of communication (Rahmah, 2018).

Interpersonal Communication

Interpersonal communication is the verbal and nonverbal interaction between two or sometimes more than two interdependent people (De Vito, 2013). communication is action oriented, which is oriented towards achieving certain goals, including to express attention, find yourself, find the outside world, build and maintain harmonious relationships, influence attitudes and behavior, seek pleasure or just spend time, eliminate losses due to miscommunication, and providing counseling (Novianti et al., 2017).

According to Judy C. Pearson, interpersonal communication has the following characteristics: (a) begins with the personal self which involves the meaning that is influenced by his experience and observation; (b) transactional in nature, that is, those who communicate simultaneously and equally in conveying and receiving messages; (c) covers aspects of the content of messages that are interpersonal relationships; (d) requires physical closeness between communicating parties; (e) involving parties who are interdependent with each other; (f) cannot be changed or repeated. For example, can forgive but cannot forget or delete what has been said (Rahmah, 2018). Other opinions, the characteristics of interpersonal communication are as follows: (a) Two-way message flow, which takes place on an ongoing basis. The messenger (communicator) and the recipient of the message (communicant) can switch messages quickly, the communicator can change roles as recipient of the message and vice versa; (b) The informal atmosphere, which is intertwined usually takes place in an informal atmosphere and personal approach; (c) Immediate feedback, because it takes place face-to-face. The communicant immediately gives a verbal response in the form of words or nonverbals such as eye sight, facial expressions, nods, and so on; (d) Communication participants are in close range, physically or psychologically that shows an intimacy relationship between individuals; (e) Communication participants can send and receive messages simultaneously and spontaneously, both verbally and nonverbally (Kusuma & Sugandi, 2019).

Effectiveness of Interpersonal Communication

The success of interpersonal communication is capable of creating a positive relationship with others effectively. Effective interpersonal communication can make a positive relationship with others. The advantage of interpersonal communication systems is immediate feedback. But the effectiveness of interpersonal communication can be viewed from three points of view, namely a pragmatic, humanistic, and social approach (Haryanto, 2018). From the humanistic perspective, effective interpersonal communication requires openness, empathy, supportive, positive and equality attitude (Prasetyo et al., 2017). Openness is the willingness of communicators to react honestly to the stimulus that comes and openness to people invited to interact. Empathy is placing ourselves emotionally and intellectually in the position of others. Supporting attitude is not being defensive. A positive attitude is to communicate positive

things. to respect the existence of others. Equality, is an acknowledgment that each is important for mutual contribution (Rahmah, 2018).

An overview of Barista

A barista is someone who makes and serves coffee to customers. Barista must also master the coffee machine and at the same time provide education to consumers so that consumers are happy when drinking Barista coffee concoction as a sign that the barista has succeeded in preparing a delicious coffee. In the book *The Starbucks Experience* it is said that the term barista comes from Italian, which means the same as 'Bartender' which specifically makes and serves espresso drinks. Becoming a barista requires a long learning process and therefore not everyone can reach this position. In the coffee shop, the barista is a key position because in their hands lies the success of the taste and presentation of each coffee shop product. A barista generally uses verbal and non-verbal symbols such as faces and attractive clothing styles to lure customers to turn buyers into customers. Furthermore, in *The Starbucks Experience*, five tips for a Barista's successful approach to customers are friendly; sincere, which means connect, discover, and respond; attention, means attention to the personal needs, other partners and customers; having insight, that is, the higher the level of barista's knowledge of the product, the more positive things are received and willing to share their knowledge with others; and caring, by having bright ideas and working with enthusiasm (Haryanto, 2018).

Customer Satisfaction and Loyalty

According to Hawkins and Looney, customer satisfaction that shapes customer loyalty to a product or service has the following attributes: (a) the suitability of customer expectations; (b) customers interested in visiting again; (c) customer willingness to voluntarily recommend to others (Haryanto, 2018).

Based on the literature review above, it can be said that effective interpersonal communication with the characteristics of openness, empathy, supportive, positive and equality attitude practiced by baristas as the key person of a coffee shop can increase customer satisfaction and loyalty.

3. Research Method

Research that uses qualitative methods to explain social reality by the method of collecting and analyzing data in the form of words and human actions without quantifying the data that has been obtained. Qualitative method is a method that is useful for gaining in-depth understanding which results in objective interpretation, including the behavior and processes that occur in factors related to the subject (Afrizal, 2017).

In this study, to explain the social reality that occurs naturally in Kedai Kopi Siliwangi, descriptive qualitative methods was used to describe the role of interpersonal communication that occurs between baristas and customers in increasing customer loyalty. This study uses a postpositivist paradigm which holds that a significant difference between social science and natural science is due to differences in the characteristics of the phenomenon (Afrizal, 2017). The postpositivist paradigm holds that in understanding social reality, researchers do not distance themselves from that reality, even researchers must interact interactively with reality. Therefore, to strengthen the results of the study using the principle of triangulation that confirms the results of interviews, observations, and documents (Tahir, 2011).

Interpersonal communication was chosen as a study in this study, because it is the most effective form of communication that reviews verbal and nonverbal barista communication at Siliwangi coffee shop. This research was conducted at the Siliwangi Coffee Shop in the city of Bandung, located on Jl. Laswi No.1E, Kacapiring, Batununggal. While the research analysis unit is the barista and Siliwangi coffee shop customers. The selection of barista and customer informants is done purposively after deter-

mining certain criteria and identities. The analysis was carried out by using five aspects of the effectiveness of interpersonal communication with the DeVito humanistic approach namely openness, empathy, supportive, positive, and equality to analyze the effectiveness of baristas and customers in increasing customer satisfaction so that they become loyal customers. Thus, the key informants in this study were baristas and customers of Kedai Kopi Siliwangi Bandung who voluntarily provided information to researchers through interview techniques and attitude observation. Information that has been given by informants is then processed by researchers to produce answers to the identification of problems in this study.

4. Result and Discussion

Characteristics of Informants

The criteria set by the researcher in the context of data collection were sourced from Kedai Kopi Siliwangi barista informants, namely having the capacity as baristas, officially registered as baristas, willing to voluntarily become informants, willing to provide information honestly, and willing to be recorded and documented during the interview process. While the customer criteria that the authors set are that the customer has bought a product at Kedai Kopi Siliwangi, is willing to volunteer to be an informant, is willing to provide information honestly, and is willing to be recorded and documented during the interview process.

Informant

Based on these criteria, the writer succeeded in obtaining information from two key informants namely the owner of the coffee shop and barista, and three supporting informants namely a barista and two customers of Kopi Kopi Siliwangi as presented in table 1.

Table 1. Results of Data Collection

No	Name of Informant	Interview's Period	Type of Informant
1	Rizal Irfani – Shop Owner (O)	September-December 2019	Key Informant
2	Indra Hadiwibowo – Barista (B)	November-December 2019	Key Informant
3	M. Helmi Rahmansyah – Barista (B)	November-December 2019	Supporting Informant
4	Syaiful Ridho - Customer (C)	November–December 2019	Supporting Informant
5	Eri Sadewo – Customer (C)	November-December 2019	Supporting Informant

Source: Researcher Processed Results (2019)

Approach and Interview Process

Interview approach to five informants who have different characteristics in terms of position and role. The researcher determined the status of key informants for two respondents, namely the shop owner and one barista who had more than two years' experience of working at Kedai Kopi Siliwangi when the study was conducted served as Head Bar, other barista coordinators and quality control. One other barista is a new barista who has been working for more than a month. For customers also have slightly different characteristics, one customer with a very high intensity of visits that is almost every day and one other customer has an average intensity. The difference in characteristics is considered necessary by researchers to enrich information from different points of view.

Research result

Based on the results of data collection and analysis, two baristas who became the informants of this study, namely Indra Hadiwibowo and Muhammad Helmi Rahmansyah had most aspects of the effectiveness of interpersonal communication. As in the

following table, Indra Hadiwibowo as a barista as well as a Head Bar, has four of five aspects namely openness, support, positive and equality, except empathy. Muhammad Helmi Rahmansyah as a barista, has three of the five aspects of openness, positivity and equality. The assessments were concluded based on the researchers' personal assessment as in-depth interviewers and direct observation. Additional information about the barista from the customer, the researcher uses as one of the important information that supports the judgment of the researcher.

Aspect of Effectiveness Interpersonal Communication	Indra (B)	Helmi (B)	Aqros (C)	Eri (C)	Rizal (O)
1. Keterbukaan	✓	✓	✓	✓	✓
2. Empati	x	x	✓	x	✓
3. Mendukung	✓	x	✓	✓	✓
4. Positif	✓	✓	✓	✓	✓
5. Kesetaraan	✓	✓	✓	✓	✓

Source: Personal processed data (2019)

Table 2. Table of Interpersonal Communication Effectiveness

Based on interviews with two customers, it is known that Aqros Syaiful Ridho comes to Siliwangi Coffee Shop almost every day, while Eri Sadewo has the intensity of a normal visit. As stated, customer loyalty is the behavior of post-purchase customers who make repeat purchases, purchase different products at a visit, and or recommend to other parties such as colleagues, friends, and family (Kotler, Kartajaya, & Setiawan, 2019). According to the humanistic view of the five criteria for effective interpersonal communication, barista Kedai Kopi Siliwangi is able to change the attitudes and behavior of consumers from buyers to customers. The results found that the two customer informants stated that they were very satisfied with the service and communication that took place with the Kedai Kopi Siliwangi barista. They also admitted honestly that almost all the menus in Kedai Kopi Siliwangi had been tried by them, and they recommended Kedai Kopi Siliwangi to their friends.

The following are conclusions on opinions and information regarding aspects of the effectiveness of interpersonal communication in increasing customer loyalty given by the five informants in this study.

Informant Rizal Irfani (O). The openness attitude described by Rizal as the owner of the coffee shop is how the barista can answer and explain his knowledge of coffee to customers. This is what started the communication between the barista and the customer. The attitude of empathy is shown by the barista by understanding the customer from his perspective which means understanding the market. Supporting attitude by the barista is shown by them sitting and chatting with customers. The positive attitude of the barista is to sincerely accept suggestions and differences of opinion which are accepted as an added insight into the knowledge of the barista. The attitude of equality is shown by baristas who communicate and relate to superiors, baristas and customers. Informant Rizal thinks that customers are chatting partners.

Informant Indra Hadiwibowo (B). Indra's openness as Head bar and barista is also shown by his willingness to answer anything asked by customers. Customers can communicate with him even if it's outside the topic of coffee. The informant also looks proactive in opening the conversation first with the customer. Indra's empathy attitude toward customers is not too obvious because he is more concerned with his perspective when communicating with customers. The supportive attitude of the informants was very striking especially because when supporting female customers, who according to him were more comfortable as friends to chat and relationships. The positive attitude of the informant was considered conspicuous because he did not mind if he found differences of opinion with the customer, which he considered as an exchange of ideas. The equality aspect of the informant is shown by his opinion which states that the customer is a chat partner, not a king. Different treatment to customers

just to meet their different needs. So, the informants owning this barista show a striking attitude of equality

Informant Muhammad Helmi Rahmansyah (B). The open attitude aspect that Helmi has as a new barista, is evident from her willingness to answer all customer questions about coffee, as long as she knows the answer. But Helmi is still not good at opening conversations with customers first. The attitude of empathy for customers is not flashy. Because he can't explain why the customer is important. In addition he did not try to adapt to customers who have different characters. The attitude of supporting the informant is not shown when talking to customers, therefore never stated that he was comfortable talking with customers. In addition, the informant is still dependent and influenced by the customer's attitude when talking to him. The positive attitude of the striking informant who appreciates and understands if everyone has different tastes about coffee. He thinks differences of opinion can add to his insights about coffee. The attitude of equality of the informants is striking because it treats the customer as a king that must be served well and professionally even though the characters are different.

Informant Aqros Syaiful Ridho (C). Aspects of the openness attitude of Siliwangi's Kopi Barista according to Aqros as a loyal customer, that the barista is willing to provide information about anything, especially about coffee. The empathy attitude of Kedai Kopi Siliwangi's barista is already good, but it also seems to lack understanding of the motivations, feelings and attitudes of customers. Supporting attitude is indicated by the delivery of information by baristas considered good, natural, and not awkward. Informants stated that they often found similarities when communicating with baristas. Barista's positive attitude can be seen from how they accept suggestions. The attitude of equality is shown by baristas to informants who feel they are treated as conversation partners. Barista Siliwangi coffee shops are very good at accepting advice and there is no significant distance between the barista and the customer.

Informant Eri Sadewo (C). Barista's openness to customers is also felt by Eri as a customer. Barista is willing to communicate and provide information about coffee with customers. However, the barista's open attitude does not apply to provide information regarding kitchen secrets. The attitude of barista empathy when dissenting opinions about coffee with customers is conveyed in a joking way. This shows that baristas are not serious about trying to be empathetic to customers. The attitude of supporting the barista is very convenient for the customer, even when talking to him or other customers, as long as there are no customers who submit coffee orders. The positive attitude of the barista was conveyed by the informant to the researcher that he felt that he often found the same opinion with the barista. The attitude of equality was shown by the informant that he was treated as a chat partner. Although baristas are familiar with them, it does not reduce their professionalism in serving customers.

5. Conclusions

Based on the results of qualitative research using interview, observation and documentation techniques, it can be concluded that in general interpersonal communication has been carried out effectively and is able to change the attitudes and behavior of customers. Barista Kedai Kopi Siliwangi has mostly fulfilled the five aspects of the effectiveness of interpersonal communication, except that the aspect of empathy is still not optimal.

More specifically, the results of the study showed that one of barista had fulfilled four aspects of the effectiveness of interpersonal communication based on consideration of the shop owner's opinion, customers and in-depth interviews and observations made by researchers. But one other aspect that is still considered inconspicuous is empathy. Meanwhile for other barista, there are three aspects of the effectiveness of

interpersonal communication, while the other two aspects, namely empathy and supportive attitude, have not been effective.

Overall, the results of the study provide qualitative evidence that aspects of the effectiveness of interpersonal communication that are owned by Kedai Kopi Siliwangi baristas are realized and can be felt by customers. This succeeded in influencing the attitudes and behavior of customers with the level of customer loyalty of Kopi Kopi Siliwangi and confirmed it as one of the coffee shops included in the 11 coffee shops recommended by customers.

To further enhance the effectiveness of barista interpersonal communication and customer loyalty, the aspects of empathy and attitude of the barista Kedai Kopi Siliwangi Bandung need to be improved. For further research, the authors suggest research on effective management and communication strategies, both verbal and digital visual in the coffee shop. These themes can complement the viewpoints and expectations of the community towards the growing coffee shop.

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