

The Relationship Between Interpersonal Communication and Job Satisfaction Among Restaurant Employees in Deli Serdang Regency

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ABSTRACT

This study aimed to examine the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency, Indonesia. This study employed a quantitative approach with a correlational research design. The population consisted of 67 restaurant employees, and all members of the population were selected as research participants through a total sampling technique. Data were collected using Likert-scale questionnaires developed based on dimensions of interpersonal communication and job satisfaction. Prior to data collection, the research instruments were tested for validity and reliability to ensure the quality and consistency of the measurement. Data analysis was conducted using Pearson's product-moment correlation technique with the assistance of statistical software. The findings revealed a significant positive relationship between interpersonal communication and job satisfaction ($r = 0.57, p < 0.01$). The correlation coefficient indicates that interpersonal communication has a moderately strong association with employee job satisfaction. Furthermore, interpersonal communication contributed 32.49% to the variance in job satisfaction, while the remaining percentage was influenced by factors beyond the scope of this study. These findings suggest that better interpersonal communication among employees and between supervisors and subordinates is associated with higher job satisfaction among restaurant employees. This study highlights the importance of interpersonal communication in fostering a conducive, open, and supportive work environment to enhance employee well-being and work quality, particularly within the restaurant industry, which is characterized by intensive teamwork and social interactions.

Keywords: Interpersonal Communication, Job Satisfaction, Restaurant Employees, Service Industry, Organizational Psychology.

I. Introduction

The service industry, particularly the culinary and restaurant sectors, has experienced significant growth in recent years. This expansion has occurred not only in metropolitan areas but also in developing regions, such as the Deli Serdang Regency. The restaurant industry has become an important economic sector contributing to employment opportunities, local economic growth, and the fulfillment of modern social needs. In service-oriented industries, service quality is a major determinant of organizational success. The quality of service delivery is strongly influenced by the quality of human resources, particularly employees

who directly interact with customers during the service process. Therefore, organizations need to pay attention to factors that can improve employee well-being, comfort, and work quality to maintain optimal organizational performance. Job satisfaction is one of the most important concepts in industrial and organizational psychology related to employee well-being. Edwin A. Locke (1976) defined job satisfaction as a positive emotional state resulting from an individual's evaluation of their job or work experiences. In contemporary organizational studies, job satisfaction is not merely understood as a pleasant feeling toward work but also as an individual evaluation of various aspects of the job, including work relationships, organizational environment, communication, social support, and organizational management systems (Robbins & Judge, 2022). Timothy A. Judge et al. (2021) further explained that job satisfaction is closely associated with work motivation, organizational commitment, employee performance, and psychological well-being.

Job satisfaction is a crucial organizational variable because it influences organizational effectiveness and sustainability. Employees with high levels of job satisfaction tend to demonstrate better performance, stronger loyalty toward the organization, and greater ability to collaborate with coworkers (Judge et al., 2021). In contrast, low job satisfaction may lead to various organizational problems, such as absenteeism, workplace conflict, turnover intention, and decreased productivity (Robbins & Judge, 2022). Recent studies have also demonstrated that job satisfaction is strongly associated with psychological well-being and overall quality of work life (Bakker & de Merouti, 2023). Consequently, organizations must understand the factors influencing job satisfaction to create healthy, productive, and supportive work environments. In modern organizational settings, job satisfaction is influenced by various factors related to working conditions and social relationships in the workplace. Paul E. Spector (1997) explained that job satisfaction is affected by relationships with supervisors, relationships with coworkers, organizational communication, reward systems, and working conditions. Among these factors, interpersonal relationships play a substantial role in shaping employees' job evaluations. Research conducted by Kim and Park (2021) revealed that the quality of workplace interpersonal relationships is significantly associated with employees' job satisfaction and psychological well-being. These findings indicate that social interactions within organizations are important determinants of employees' attitudes and emotional experiences at work.

Interpersonal communication is closely related to the quality of social relationships in the workplace. Joseph A. DeVito (2016) defined interpersonal communication as the process of exchanging information, ideas, and feelings between two or more individuals through verbal and nonverbal communication. Interpersonal communication enables individuals to build mutual understanding, establish positive social relationships, and improve the quality of interpersonal interactions within an organization. According to DeVito (2016), effective interpersonal communication is characterized by openness, empathy, support, positivity, and equality. These dimensions are essential for creating harmonious and conducive working relationships within an organization. In organizational contexts, interpersonal communication serves important functions in conveying information, providing feedback, resolving conflicts, and strengthening relationships among members. Fred Luthans (2011) stated that effective interpersonal communication can improve work coordination, strengthen teamwork, and help individuals better understand their duties and responsibilities. Men and Yue (2023) also demonstrated that effective interpersonal communication enhances trust among organizational members and contributes to a more supportive work environment. Thus, interpersonal communication functions not only as a medium for information exchange but also as a psychosocial factor that influences employee comfort and job satisfaction. In the restaurant industry, interpersonal communication plays a particularly important role because work activities are team-based and require rapid and effective coordination. Restaurant employees must communicate effectively with coworkers, supervisors, and customers to ensure smooth service operation. Robbins and Coulter (2020) explained that service organizations depend heavily on effective communication to maintain service quality and effectiveness. Effective interpersonal communication may help reduce workplace misunderstandings, improve coordination, and create a harmonious work atmosphere. Furthermore, effective interpersonal communication fosters an open and supportive work environment. A communicative workplace allows

employees to express their opinions, provide feedback, share information, and resolve conflicts constructively. Conversely, poor communication may lead to interpersonal conflict, misunderstandings, workplace tension, and deteriorating social relationships among employees. Research conducted by Lee and Kim (2022) found that effective interpersonal communication is positively associated with employees' job satisfaction and psychological well-being. These findings indicate that the quality of interpersonal communication influences employees' perceptions of their work environment and job evaluations.

Several empirical studies have identified a relationship between interpersonal communication and employee job satisfaction. Paul E. Madlock (2008) found that the quality of communication between supervisors and subordinates was significantly related to employee job satisfaction. Research conducted by Linjuan Rita Men (2014) further demonstrated that effective interpersonal communication improves social relationships within organizations and subsequently enhances employee job satisfaction. Recent studies have emphasized the important role of interpersonal communication in creating positive work environments and improving employees' psychological well-being (Kim & Park, 2021; Men & Yue, 2023). Although the relationship between interpersonal communication and job satisfaction has been extensively studied, most previous studies have focused on formal organizations such as manufacturing companies, educational institutions, and governmental organizations. Research on the restaurant industry remains relatively limited, particularly in the Indonesian context. The restaurant industry possesses unique characteristics, including dynamic work environments, fast-paced operations, and a strong reliance on teamwork and social interaction among employees. These characteristics make interpersonal communication a critical factor in maintaining work effectiveness and employee comfort levels.

Moreover, studies examining interpersonal communication and job satisfaction within the restaurant industry in developing regions such as Deli Serdang Regency remain scarce. Deli Serdang Regency is one of the regions experiencing rapid growth in the culinary and restaurant sectors. The increasing number of restaurants in this area has contributed to the rising demand for employees in the service sector. Under dynamic and demanding working conditions, interpersonal communication is essential for maintaining harmonious relationships among employees and between employees and supervisors. Employees with good interpersonal communication skills are more likely to feel comfortable at work and experience higher levels of job satisfaction. Based on the preceding discussion, research examining the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency is important. This study is novel in that it specifically investigates the relationship between interpersonal communication and job satisfaction within the restaurant industry, which is characterized by intensive teamwork and social interaction. In addition, this study was conducted within the context of a developing region that has received relatively limited attention in industrial and organizational psychology research in Indonesia. This study is expected to contribute theoretically to the development of the industrial and organizational psychology literature, particularly regarding interpersonal communication and job satisfaction within the service industry. Practically, the findings are expected to provide valuable insights for restaurant management in creating more open, harmonious, and supportive work environments to improve employee job satisfaction and enhance organizational service quality. Therefore, this study aimed to examine the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency. The findings are expected to provide useful information regarding the importance of interpersonal communication in enhancing employee job satisfaction and supporting organizational effectiveness in the restaurant industry.

II. Research Method

2.1. Research Design

This study employed a quantitative approach with a correlational research design. A quantitative approach was selected because the study aimed to examine the relationship between interpersonal

communication as the independent variable and job satisfaction as the dependent variable through statistical analysis. John W. Creswell (2018) explained that correlational quantitative research is used to identify relationships between two or more variables without manipulating the variables being investigated. A correlational design was considered appropriate because this study focused on measuring the strength and direction of the relationship between interpersonal communication and job satisfaction among restaurant employees in the Deli Serdang Regency. The study was conducted at a restaurant located in Deli Serdang Regency, North Sumatra, and data were collected from January to February 2026.

2.2. Population and Sample

The population of this study consisted of all restaurant employees working at the research location, totaling 67 employees based on data obtained from the restaurant management. Because the population size was relatively small, this study employed a total sampling technique in which all members of the population were included as research participants. Sugiyono (2020) stated that total sampling is appropriate when the population consists of fewer than 100 individuals, allowing the entire population to be used as the research sample. Therefore, the sample size in this study was 67 restaurant employees. The use of total sampling was intended to increase data representation and minimize sampling errors. However, this study still had the potential for bias, particularly social desirability bias, in which respondents may have provided answers perceived as socially acceptable or aligned with organizational expectations. In addition, because the study was conducted in only one restaurant, the findings should be generalized cautiously to other organizations.

2.3. Research Variables

This study involved two primary variables: interpersonal communication (independent variable) and job satisfaction (dependent variable). Interpersonal communication refers to the process of exchanging messages, ideas, and feelings between individuals through verbal and nonverbal interactions to achieve mutual understanding (DeVito, 2016). In this study, interpersonal communication was measured based on the five dimensions proposed by Joseph A. DeVito (2016), namely openness, empathy, supportiveness, positiveness, and equality. Job satisfaction refers to an individual's positive attitude toward their job, resulting from evaluations of various aspects of work experiences (Spector, 1997). In this study, job satisfaction was measured based on satisfaction with the job itself, relationships with coworkers and supervisors, working conditions, and the organizational reward system.

2.4. Research Instruments

The research instruments used in this study were questionnaires developed using a Likert scale. The interpersonal communication instrument was constructed based on the dimensions proposed by DeVito (2016), while the job satisfaction instrument was developed based on the job satisfaction framework introduced by Paul E. Spector (1997). The instrument development process involved several stages, including identifying indicators based on theoretical concepts, developing statement items, adjusting the language to ensure respondent comprehension, and conducting a pilot test before implementation in the main study. Measurements were conducted using a five-point Likert scale consisting of strongly disagree, disagree, neutral, agree, and strongly agree. The Likert scale was selected because it effectively measures attitudes, perceptions, and evaluations of social phenomena in a systematic manner (Sugiyono, 2020). Respondents' answers were subsequently converted into numerical scores and analyzed using parametric statistical techniques.

2.5. Validity and Reliability Testing

Prior to data collection, the research instruments were tested for validity and reliability to ensure the quality of the measurements. Validity testing was conducted to determine the extent to which the questionnaire items accurately measured the intended constructs. Saifuddin Azwar (2018) explained that validity reflects the ability of an instrument to measure what it is intended to measure. In this study, validity testing was performed using Pearson's product-moment correlation technique. Questionnaire items were considered valid if the correlation coefficient exceeded the critical r-table value at the 0.05 significance level. Reliability testing was subsequently conducted to examine the consistency of the research instruments using Cronbach's alpha coefficient. The instruments were considered reliable if the Cronbach's alpha value was ≥ 0.70 , indicating satisfactory internal consistency among the instrument items.

2.6. Data Collection Technique

Data collection in this study was conducted using questionnaires and documentation. Questionnaires were distributed directly to all respondents during work breaks with permission from the restaurant management. Before completing the questionnaires, respondents received explanations regarding the study objectives, completion procedures, and confidentiality assurances to minimize response bias. In addition to the questionnaires, documentation methods were used to obtain supporting information, including the number of employees, organizational structure, and general descriptions of the research setting.

2.7. Data Analysis Technique

The data obtained in this study consisted of quantitative data derived from respondents' scores on Likert-scale questionnaires. All data were analyzed using the Statistical Package for the Social Sciences (SPSS) software. Data analysis was conducted through several stages, including descriptive statistical analysis, normality testing, linearity testing, and Pearson Product-Moment correlation analysis. Descriptive statistical analysis was used to describe the characteristics of the research data, including the mean scores, standard deviations, minimum scores, and maximum scores. Normality testing was conducted to determine whether the data were normally distributed, and linearity testing was performed to ensure that the relationships between variables were linear. Furthermore, Pearson's product-moment correlation analysis was used to determine the strength and direction of the relationship between interpersonal communication and job satisfaction. This technique was considered appropriate because the data were interval-level data derived from transformed Likert-scale scores and fulfilled the assumptions of a parametric statistical analysis. The correlation coefficient (r) was used to indicate the degree of relationship between variables, while the significance value (p) was used to determine whether the relationship was statistically significant.

III. Results and Discussion

This section presents the results of the data analysis regarding the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency. The study involved 67 employees selected using a total sampling technique. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) through descriptive statistical analysis and Pearson Product-Moment correlation analysis. Descriptive statistics were used to describe the general condition of the research variables, while correlation analysis was conducted to examine the strength and direction of the relationship between interpersonal communication and employees' job satisfaction.

3.1. Respondent Characteristics

Prior to analyzing the research variables, the respondents' characteristics were examined based on gender, age, and length of employment. This analysis aimed to provide an overview of the respondent profiles involved in the study.

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	31	46.3%
Female	36	53.7%
Total	67	100%

Based on Table 1, most respondents were female, accounting for 36 employees (53.7%), while male respondents accounted for 31 employees (46.3%). These findings indicate that the composition of restaurant employees was relatively balanced between male and female workers, although female employees were slightly more dominant than male employees. This condition reflects that the restaurant sector involves workers of different genders in carrying out service and operational activities.

Table 2. Distribution of Respondents by Age

Age	Frequency	Percentage
18–22 years	25	37.3%
23–27 years	28	41.8%
28–32 years	10	14.9%
>32 years	4	6.0%
Total	67	100%

Based on Table 2, the majority of respondents were between 23 and 27 years old, totaling 28 employees (41.8%), followed by employees aged 18–22 years, with 25 respondents (37.3%). These results indicate that most restaurant employees belonged to the young adult age group. Individuals in this age category generally demonstrate strong adaptability to dynamic work environments, high work mobility, and the ability to function effectively in situations requiring intensive social interaction and rapid coordination.

Table 3. Distribution of Respondents by Length of Employment

Length of Employment	Frequency	Percentage
<1 year	29	43.3%
1–2 years	24	35.8%
3–4 years	10	14.9%
>4 years	4	6.0%
Total	67	100%

Based on Table 3, most respondents had worked for less than one year, totaling 29 employees (43.3%). These findings indicate that employee mobility within the restaurant sector is relatively high, which is a common characteristic of the culinary service industry. High workforce mobility may influence interpersonal relationship dynamics in the workplace, making interpersonal communication an important aspect of maintaining coordination and work comfort among employees.

3.2. Descriptive Statistics of Research Variables

A descriptive statistical analysis was conducted to obtain an overview of the levels of interpersonal communication and job satisfaction among restaurant employees.

Table 4. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Interpersonal Communication	67	68	118	94.26	10.84
Job Satisfaction	67	70	120	96.41	11.12

Based on Table 4, the interpersonal communication variable had a mean score of 94.26 and a standard deviation of 10.84. The minimum score obtained by the respondents was 68, while the maximum score was 118. These results indicate that interpersonal communication within the restaurant work environment tended to fall within the moderate-to-high category. The relatively high mean score suggests that most employees were able to establish fairly good communication with their coworkers and supervisors. The job satisfaction variable had a mean score of 96.41, with a standard deviation of 11.12. The minimum score obtained by the respondents was 70, while the maximum score was 120. These findings indicate that the overall job satisfaction level among restaurant employees was relatively high. The moderate standard deviation values for both variables suggest that the respondents' answers were relatively homogeneous, indicating that perceptions of interpersonal communication and job satisfaction did not vary substantially across participants.

3.3. Categorization of Research Variables

To obtain a clearer overview of interpersonal communication and job satisfaction levels, the scores were categorized as low, moderate, and high.

Table 5. Categories of Interpersonal Communication

Category	Frequency	Percentage
Low	9	13.4%
Moderate	38	56.7%
High	20	29.9%
Total	67	100%

Based on Table 5, most respondents were categorized within the moderate level of interpersonal communication, totaling 38 employees (56.7%). These findings indicate that interpersonal communication within the restaurant work environment was relatively good, although some employees demonstrated low levels of interpersonal communication. This suggests that the quality of communication among employees and between employees and supervisors requires improvement to establish more harmonious working relationships.

Table 6. Categories of Job Satisfaction

Category	Frequency	Percentage
Low	8	11.9%
Moderate	36	53.7%
High	23	34.3%
Total	67	100%

Based on Table 6, most respondents demonstrated a moderate level of job satisfaction, totaling 36 employees (53.7%), while 23 respondents (34.3%) were categorized as having a high level of job satisfaction. These findings indicate that most employees felt reasonably satisfied with their jobs, although several respondents demonstrated low levels of job satisfaction.

3.4. Correlation Analysis

To examine the relationship between interpersonal communication and job satisfaction, Pearson's product-moment correlation analysis was conducted.

Table 7. Pearson Correlation Analysis Results

Variable	Interpersonal Communication	Job Satisfaction
Interpersonal Communication	1	0.57**
Job Satisfaction	0.57**	1

Note: $p < 0.01$

Based on the correlation analysis presented in Table 7, the correlation coefficient was $r = 0.57$, with a significance value of $p < 0.01$. These results indicate a significant positive relationship between interpersonal communication and job satisfaction among restaurant employees in the Deli Serdang Regency. A significance value lower than 0.01 demonstrates that the relationship between the two variables was statistically highly significant, thereby supporting the research hypothesis. A correlation coefficient of 0.57 indicates that the relationship between interpersonal communication and job satisfaction falls within the moderate to moderately strong category. The positive direction of the relationship suggests that better interpersonal communication within the workplace is associated with higher employee job satisfaction. Conversely, ineffective interpersonal communication may contribute to lower job satisfaction among employees. These findings indicate that interpersonal communication plays an important role in creating work comfort within the restaurant industry, which is characterized by teamwork and intensive social interactions. In restaurant work environments, effective interpersonal communication helps employees understand their duties and responsibilities, improves work coordination, reduces interpersonal conflict, and creates more harmonious working relationships.

3.5. Coefficient of Determination

To determine the contribution of interpersonal communication to job satisfaction, a coefficient of determination analysis was conducted.

Table 8. Coefficient of Determination

Variable	r	r ²	Contribution
Interpersonal Communication → Job Satisfaction	0.57	0.3249	32.49%

Based on Table 8, the coefficient of determination is 32.49%. These results indicate that interpersonal communication contributes 32.49% to restaurant employees' job satisfaction. This study demonstrates that interpersonal communication is an important factor influencing employee job satisfaction. Although the contribution of 32.49% does not indicate a dominant influence, the value remains meaningful within service organizations, particularly restaurants, which rely heavily on social interaction and teamwork. These findings suggest that the quality of interpersonal communication may serve as a strategic factor that organizations should consider to improve employee comfort and job satisfaction. Meanwhile, the remaining 67.51% was influenced by other factors not examined in this study, such as leadership style, work environment, workload, compensation, organizational culture, work stress, and organizational reward systems. This finding indicates that job satisfaction is a multidimensional variable influenced by various psychological and organizational factors.

3.6. Discussion

This study aimed to examine the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency. Based on the results of the data analysis, the correlation coefficient obtained was $r = 0.57$, with a significance value of $p < 0.01$. These findings indicate a significant positive relationship between interpersonal communication and employees' job satisfaction. The correlation coefficient of 0.57 falls within the moderate to moderately strong category, suggesting that the quality of interpersonal communication has a substantial relationship with the level of job satisfaction experienced by restaurant employees. The positive direction of the relationship indicates that better interpersonal communication within the workplace is associated with higher employee job satisfaction. These findings imply that interpersonal communication is an important psychological factor in creating work comfort within the restaurant industry. In restaurant work environments characterized by fast-paced operations, dynamic interactions, and teamwork-based activities, interpersonal communication is the primary mechanism for establishing effective work coordination. Employees who can maintain good interpersonal communication with coworkers and supervisors tend to understand work responsibilities more easily, solve operational problems more effectively, and establish harmonious workplace relationships. Such conditions may enhance employees' comfort and satisfaction with their work.

The findings of this study are consistent with the interpersonal communication theory proposed by Joseph A. DeVito (2016), which explains that interpersonal communication is a process of message exchange enabling individuals to develop mutual understanding through verbal and nonverbal interactions. Within organizational contexts, interpersonal communication functions not only as a medium for conveying information but also as a mechanism for building positive social relationships among members. When interpersonal communication occurs in an open, supportive, and empathetic manner, individuals tend to feel more accepted, valued, and supported in the workplace. Such conditions ultimately enhance employees' positive evaluations of their work, thereby increasing their job satisfaction. The findings also support the job satisfaction theory proposed by Robbins and Judge (2022), which states that job satisfaction is influenced by various organizational factors, one of which is the quality of interpersonal relationships in the workplace. Positive interpersonal relationships enable more effective collaboration, strengthen mutual trust among organizational members, and reduce the potential for workplace conflicts. In the restaurant industry, which relies heavily on employee coordination, positive interpersonal relationships are essential for maintaining team stability and effectiveness.

Empirically, the findings of this study are consistent with those of Kim and Park (2021), who found that interpersonal communication is positively associated with job satisfaction within service organizations. Their study demonstrated that effective interpersonal communication helps employees understand organizational expectations, clarifies task distribution, and improves work coordination among team members. Lee and Kim (2022) also indicated that open and supportive interpersonal communication is significantly associated with employees' psychological well-being and job satisfaction. The findings of the present study strengthen previous evidence suggesting that the quality of interpersonal communication plays an important role in shaping positive employee attitudes toward their work. In addition to supporting previous studies, the findings extend interpersonal communication research within the context of the Indonesian restaurant industry, particularly in developing regions such as Deli Serdang Regency. Most previous studies have focused on formal organizations, such as manufacturing companies, educational institutions, and governmental institutions. However, the restaurant industry has unique work characteristics involving intensive social interaction, rapid work coordination, and high service pressure. Therefore, this study provides empirical evidence that interpersonal communication plays a significant role in service-based industries.

The coefficient of determination of 32.49% indicates that interpersonal communication contributes substantially to restaurant employees' job satisfaction. This study suggests that nearly one-third of the variation in employee job satisfaction can be explained by the quality of interpersonal communication within

the workplace. In the context of social and organizational research, a contribution of 32.49% may be considered relatively strong because employee behavior and job satisfaction are generally influenced by numerous interacting factors. These findings indicate that interpersonal communication is a strategic factor that organizations should consider to improve employee comfort and job satisfaction. Nevertheless, 67.51% of the variance in job satisfaction was influenced by factors outside the scope of interpersonal communication. These factors may include leadership style, compensation, work environment, organizational culture, work stress, workload, reward systems, and career development opportunities. Timothy A. Judge et al. (2021) explained that job satisfaction is a multidimensional construct influenced by a combination of psychological, social, and organizational factors. Therefore, improving employee job satisfaction cannot rely solely on enhancing interpersonal communication but must also be supported by comprehensive organizational policies.

The results of this study further revealed that most respondents demonstrated moderate-to-high levels of interpersonal communication and job satisfaction. These findings indicate that the restaurant work environment has generally established relatively good relationships among employees and between employees and supervisors. Effective interpersonal communication allows employees to collaborate efficiently, develop positive social relationships, and create a comfortable work atmosphere. Such conditions may help improve employees' job satisfaction and work motivation in performing their daily responsibilities at work. In the restaurant industry, job satisfaction has important implications for customer service quality. Employees who feel satisfied with their jobs tend to demonstrate more positive work attitudes, higher work motivation, and better customer-service performance. Conversely, low job satisfaction may increase the risk of workplace conflict, turnover intention, and a decline in service quality. Therefore, effective interpersonal communication not only affects employee well-being but also contributes to organizational success in maintaining high service quality.

The findings of this study have important implications for restaurant management in managing human resources. Organizations must establish work environments that support open, empathetic, and supportive interpersonal communication among members. Such efforts can be implemented through interpersonal communication training, team-building activities, employee discussion forums, and the development of more open and participatory organizational cultures. Furthermore, organizational leaders should develop more effective communication patterns with employees to create more harmonious and conducive workplace relationships. Although this study successfully demonstrated a significant relationship between interpersonal communication and job satisfaction, it has several limitations. First, the study was conducted in only one restaurant in Deli Serdang Regency, limiting the generalizability of the findings to the broader restaurant industry. Second, this study employed only a quantitative survey approach, which limited the exploration of respondents' subjective experiences in depth. Third, this study focused on only one independent variable, indicating that additional factors related to employee job satisfaction remain unexplored.

Therefore, future studies should involve larger sample sizes from various restaurants or other service sectors to improve the generalizability of the findings. Future research may also employ mixed-methods approaches to obtain a deeper understanding of the interpersonal communication dynamics within workplace environments. Future studies may incorporate other variables, such as leadership, work stress, organizational culture, or perceived organizational support, as additional factors influencing employee job satisfaction. Overall, the findings of this study provide empirical evidence that interpersonal communication is an important factor associated with restaurant employees' job satisfaction. Effective interpersonal communication can improve the quality of workplace relationships, strengthen teamwork, and create more positive and supportive work environments. Therefore, improving interpersonal communication quality may serve as an important organizational strategy for enhancing employee job satisfaction and service quality in the restaurant industry.

IV. Conclusion

This study examined the relationship between interpersonal communication and job satisfaction among restaurant employees in Deli Serdang Regency, Indonesia. The findings revealed a significant positive relationship between interpersonal communication and job satisfaction ($r = 0.57$, $p < 0.01$), indicating that better interpersonal communication is associated with higher employee job satisfaction. Effective interpersonal communication contributes to more harmonious workplace relationships, improved work coordination, and a more supportive work environment, particularly in the restaurant industry, which is characterized by teamwork and intensive social interaction. Furthermore, interpersonal communication contributed 32.49% to employee job satisfaction, suggesting that it is an important organizational factor influencing employee well-being and work attitudes. This study also has theoretical and practical implications. Theoretically, the findings strengthen the literature on industrial and organizational psychology regarding the role of interpersonal communication in shaping employee job satisfaction within the service industry. Practically, the results suggest that restaurant management should enhance interpersonal communication through communication training, teamwork development, and supportive organizational culture to improve employee satisfaction and service quality.

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