Intrapersonal Communication as the Foundation of Public Speaking for Gen-Z Employees: A Case Study at New Cammary Cafe

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Abstract:

This study aims to analyze the role of intrap communication as a foundation in the formation of public speaking skills among Generation Z employees at New Cammary Cafe, Bandung. Generation Z, who grew up in the digital era, has unique communication characteristics, especially in face-to-face interactions that require confidence, emotional management, and spontaneity in speaking. This study uses a qualitative approach with a case study method to explore in depth the subjective experiences of employees in managing intrapersonal communication and its implications for public communication performance. Data were obtained through in-depth interviews with four employees consisting of baristas and waitresses, as well as direct observation of service activities and communication interactions in the work environment. The results show that intrapersonal communication plays an important role in shaping employees' mental and emotional readiness when dealing with customers. The dominant forms of intrapersonal communication include positive self-talk, self-reflection, and social imagination, which serve as mechanisms for managing anxiety and strengthening self-confidence. Healthy intrapersonal communication has been proven to support employees public speaking abilities, particularly in explaining products, responding to customer questions, and handling challenging communication situations. In addition, the existence of informal discussion spaces such as SAMARA activities helps strengthen public speaking skills while enriching the personal reflection process of employees. This study concludes that the development of public speaking skills cannot be separated from the strengthening of intrapersonal communication. Therefore, communication training in the informal service sector needs to adopt a holistic approach that focuses not only on speaking techniques but also on self-awareness, emotion management, and personal reflection, especially for Generation Z employees.

Keywords: intrapersonal communication, public speaking, Generation Z, cafes, case study

Abstrak

Penelitian ini bertujuan untuk menganalisis peran komunikasi intrapersonal sebagai fondasi dalam pembentukan keterampilan public speaking pada karyawan Generasi Z di New Cammary Cafe, Bandung. Generasi Z yang tumbuh di era digital memiliki karakteristik komunikasi yang unik, khususnya dalam interaksi tatap muka yang menuntut kepercayaan diri, pengelolaan emosi, dan spontanitas dalam berbicara. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus untuk mengeksplorasi secara mendalam pengalaman subjektif karyawan dalam mengelola komunikasi intrapersonal serta implikasinya terhadap kinerja komunikasi publik. Data diperoleh melalui wawancara mendalam dengan empat orang karyawan yang terdiri dari barista dan pramusaji, serta observasi langsung terhadap aktivitas pelayanan dan interaksi komunikasi

di lingkungan kerja. Hasil penelitian menunjukkan bahwa komunikasi intrapersonal berperan penting dalam membentuk kesiapan mental dan emosional karyawan saat berhadapan dengan pelanggan. Bentuk komunikasi intrapersonal yang dominan meliputi self-talk positif, refleksi diri, dan imajinasi sosial, yang berfungsi sebagai mekanisme untuk mengelola kecemasan dan memperkuat kepercayaan diri. Komunikasi intrapersonal yang sehat terbukti mendukung kemampuan public speaking karyawan, khususnya dalam menjelaskan produk, merespons pertanyaan pelanggan, dan menangani situasi komunikasi yang menantang. Selain itu, keberadaan ruang diskusi informal seperti kegiatan SAMARA turut membantu memperkuat keterampilan public speaking sekaligus memperkaya proses refleksi pribadi karyawan. Penelitian ini menyimpulkan bahwa pengembangan keterampilan public speaking tidak dapat dipisahkan dari penguatan komunikasi intrapersonal. Oleh karena itu, pelatihan komunikasi di sektor layanan informal perlu mengadopsi pendekatan holistik yang tidak hanya berfokus pada teknik berbicara, tetapi juga pada kesadaran diri, pengelolaan emosi, dan refleksi pribadi, khususnya bagi karyawan Generasi Z.

Kata kunci*: Komunikasi intrapersona, public speaking, generasi z, cafe, studi kasus.*

Introduction

Human resources (HR) play a crucial role in supporting the operations and progress of a company. HR functions as the main element that drives all organizational activities and contributes directly to the sustainability and competitiveness of the company amid increasingly complex dynamics and competitive pressures. A company's success in achieving its strategic goals is largely determined by the quality and capabilities of its HR. Therefore, optimal management of human resource potential is a fundamental aspect in realizing the company's vision and mission (Megaster, 2020). In this context, every individual who is part of the company is expected to be able to demonstrate optimal performance, one of which is the ability to communicate well with other individuals or groups. This is due to the fact that the achievement of organizational goals and the sustainability of the company are highly dependent on the quality of human resource performance within the company (Damayanti et al., 2018). In the study of communication science, the application of intrapersonal communication is essential in the process of an individual's interaction with themselves, which also has an impact on the process of communication with others (Ariftha, 2023). Intrapersonal communication is a fundamental form of communication. In intrapersonal communication, a person receives a message or observes something, and their response depends on intrapersonal communication (Lutfiah et al., 2024).

The process of this communication is often overlooked, even though it takes place within the individual themselves. Self-talk (dialoguing with oneself), reflection, decision-making, and emotional control are included in this form of communication (Gustyawan et al., 2015). Intrapersonal communication plays a crucial role in building self-understanding and selfconfidence. This communication also shapes an individual's ability to deal with pressure and various challenges (Abubakar, 2015). Communication is a fundamental aspect of human life, both as social beings and as thinking individuals (Kustiawan et al., 2022). Among the existing forms of communication, public speaking is

often considered an advanced communication skill that requires courage, clarity, mastery of the material, and most importantly, self-confidence. However, before someone is able to speak confidently in front of others, there is a deeper and more personal communication process that must first be mastered, namely intrapersonal communication. Without proper management of intrapersonal communication, public speaking skills will only be superficial without a solid foundation (Wahyuddin et al., 2024). Intrapersonal communication is communication that occurs within an individual. It includes talking to oneself, self-evaluation, imagination, reflection, and the process of giving meaning to experiences and the surrounding environment. Jalaluddin Rakhmat (Kustiawan et al., 2003) explains that intrapersonal communication is an information processing activity that involves sensing, perception, memory, and thought. These activities are not just ordinary cognitive processes, but form the main basis for shaping a person's emotional responses and actual actions in social situations. Someone who is able to build positive and reflective internal dialogue will usually appear more confident and stable in public communication situation.

In the context of the workplace, communication plays a very important role in shaping professionalism and service quality. In service sectors such as the café industry, communication skills are an essential aspect that determines customer satisfaction and business continuity. Employees who are able to greet customers politely, explain the menu clearly, and respond to complaints with empathy will leave a lasting impression on customers. However, to achieve effective external communication skills, an employee must first have healthy internal communication, namely self-awareness, emotional regulation, and control over social anxiety. This is the important meeting point between intrapersonal communication and public speaking (Ariftha, 2024). Generation Z, which is currently beginning to dominate the workforce, brings unique characteristics to their communication patterns. Growing up in the digital age with early exposure to technology, this generation tends to be more fluent in social media and visual-based communication. However, many of them face challenges in the context of direct or face-to-face communication, especially in public situations that require spontaneity, confidence, and mature emotional management.

Recent research shows that many individuals from this generation experience anxiety when speaking in public, triggered by the pressure of perfectionism, dependence on social validation, and weak self-reflection skills (Lutfiah et al., 2024). In the reality of work, these challenges become apparent. Gen-Z employees in the service sector, such as in cafes, often face high expectations to be communicative, friendly, and responsive. On the other hand, not all of them are mentally prepared to speak with customers or even their superiors. This is where the importance of building a strong foundation of intrapersonal communication lies: so that every employee is able to form a positive narrative within themselves, which is then reflected in their confidence when speaking with others. New Cammary Cafe, located behind UIN Sunan Gunung Djati Bandung, precisely on Jl. Manisi, Cipadung Village, Cibiru District, Bandung City, is a real example

of a workspace that requires high interpersonal communication and public speaking skills. With a small staff consisting of two baristas, two waiters, and one billiard area manager, each employee has a crucial role in creating a professional and warm service atmosphere. Its location close to the UIN academic environment makes this cafe not only a place to relax, but also a space for discussion, community, and even collective work for students, lecturers, and the surrounding community. In such situations, interaction between employees and customers is inevitable. Baristas are required to explain the types of coffee, give recommendations, and even chat with customers who are curious about the origin of the coffee beans served. Waiters are required to be alert, able to convey menu information in clear and interesting language, and able to defuse situations when customers complain. Not to mention, in some informal situations, they must also be able to lighten the mood, build relationships, and become the "face" of the cafe itself. All forms of communication require performance that is not only technical, but also mental and emotional. However, there are many cases where employee communication performance declines due to a lack of ability to manage psychological pressure. For example, nervousness when speaking in front of new customers, difficulty answering questions, or a tendency to avoid direct interaction. These situations reflect a weak foundation of intrapersonal communication. Employees who are not accustomed to dialoguing with themselves to recognize their potential, weaknesses, and ways to manage anxiety tend to appear unconfident or even defensive in interactions with customers (Noviariski, 2021).

This phenomenon shows that improving public speaking skills is not enough to be done only through technical training. Without strengthening the intrapersonal aspect, public speaking will only become a fragile surface performance when faced with unexpected situations. Therefore, a holistic approach needs to be developed: namely, building public speaking skills from within, starting with strengthening intrapersonal communication.

Public speaking can be understood as a form of communication that aims to convey information to a wide audience within a large group. This process involves a number of important elements, such as the speaker, message, media, audience, feedback, distractions, and the accompanying situational context. Each of these elements contributes to the success of communication in public speaking (Selwen et al., 2021).

The art of speaking in public has been studied in depth for more than two millennia, one of which was by the ancient Greek philosopher, Aristotle. He developed a concept known as the Three Basic Parts of Persuasion. These three elements are an important foundation for anyone who wants to achieve success in public speaking (Rahmayanti et al., 2023)

First, ethos refers to the credibility or integrity of the speaker, which shapes the audience's trust in what is being conveyed. Second, logos is the power of argument and logic that underlies the delivery of the message, so that listeners can understand and accept the conclusions presented rationally. Finally, pathos is the speaker's ability to

touch the audience's emotional side, creating intimacy and building more personal engagement in communication.

Previous studies conducted by Abubakar (2015) and Kustiawan et al. (2022) have demonstrated that intrapersonal communication has a strong relationship with individuals' self-confidence, emotional regulation, and resilience in facing social pressure. In addition, Noviariski (2021) highlights that intrapersonal communication plays a significant role in self-healing processes and emotional stability.

However, studies that specifically examine the relationship between intrapersonal communication and public speaking among Generation Z employees, particularly in informal work contexts such as cafes, remain relatively limited. Most existing research focuses on academic or formal organizational settings, leaving a gap in understanding communication dynamics in service environments characterized by spontaneous interactions, diverse customer personalities, and constant pressure to maintain professionalism in unpredictable situations.The transformation of the world of work is currently developing rapidly due to evolving technology, increasing digitalization, and shifts in the characteristics of the workforce. Currently, Gen-Z (Generation Z) dominates the world of work, namely a group of individuals born between 1997 and 2012.

Based on the researcher's subjective observations, Gen-Z employees in Jakarta are known as digital natives, multitaskers, and have high expectations for a flexible, inclusive, and meaningful workplace. However, on the other hand, Gen-Z is also prone to mental pressure, such as anxiety, overthinking, and burnout, which can potentially affect the way they carry out their professional responsibilities.

Considering the importance of interpersonal communication in supporting public speaking skills, especially in a professional context, an in-depth study is needed to examine the relationship between these two variables. This is particularly relevant for Generation Z employees who live in the digital age and face increasingly complex communication demands in the workplace.

Intrapersonal Communication and Public Speaking, which are issues for New Cammary cafe employees, are interesting topics to explore comprehensively, where the cafe's founder provides critical thinking skills to employees and visitors to the cafe, not just for "hanging out," but also for presenting regular discussions on books and other issues. This is based on the fact that the café employees are part-time workers, many of whom are students, but there are also non-students from UIN Sunan Gunung Djati Bandung who are residents of Cibiru.

Some cafe employees often lack confidence in public speaking when communicating with cafe customers, especially since there is also a billiard area where there is interaction between visitors and cafe employees. Therefore, the regular discussions organized by the founder and several student friends at the cafe provide upgrading for the employees, who are also students.

This study attempts to fill this gap by examining how intrapersonal communication serves as the foundation for public speaking skills, particularly among

Gen-Z employees at New Cammary Cafe. Using a case study approach, this research will not only reveal the technical dimensions of communication but also touch on the personal and psychological aspects that are often hidden behind the smiles of waiters or baristas. It is hoped that the results of this study can contribute theoretically to the development of communication studies, as well as practically to service business managers in developing more comprehensive training strategies that not only shape technical skills but also build communication resilience from within employees.

Methods

This research uses a qualitative approach with a case study type of research. This approach was chosen because the main objective of the research was to gain an in-depth understanding of the intrapersonal communication dynamics experienced by Gen-Z employees and their relationship with their public speaking skills in the context of their daily work at New Cammary Cafe (Assyakurrohim et al., 2022).

The qualitative approach allows researchers to explore subjective experiences, thought processes, perceptions, and personal reflections that cannot be expressed quantitatively. A case study was chosen because the research focus was directed at one specific unit of analysis, namely New Cammary Cafe as a work environment that is a place for social and professional interaction for the research subjects (Moleong, 2018).

There were four informants from the cafe employees who were interviewed, consisting of two baristas and two waitresses, with three males and one female. In terms of educational background, two were currently pursuing a bachelor's degree, one had already graduated with a bachelor's degree, and one was a high school graduate who was going to pursue a bachelor's degree. The three male employees are migrants from outside Bandung, while the female employee is a local resident who only graduated from high school. The interviews were conducted on August 2, 2025.

Discussions Results
Forms of Intrapersonal Communication Among Gen-Z Employees

Intrapersonal communication is a form of communication that occurs within an individual, encompassing the processes of thinking, weighing, critiquing, and forming meaning from an experience. For Generation Z employees working in the informal sector, such as cafes, intrapersonal communication is the main means of managing stress, understanding social expectations, and building self-confidence. This study found that intrapersonal communication is an activity carried out consciously or unconsciously in various phases of work interaction: before, during, and after dealing with customers.

Intrapersonal communication among Generation Z employees at New Cammary Cafe can be understood as an ongoing internal process in which individuals interpret work experiences, assess their abilities, and manage emotions that arise in service interactions. In the context of service work that requires direct contact with customers, intrapersonal communication becomes the initial mechanism that determines how

employees respond to social situations verbally and nonverbally. Generation Z, who grew up in a digital environment with a high intensity of personal reflection, shows a strong tendency to process work experiences through internal dialogue before externalizing them in public communication.

Self-talk is the most common form of intrapersonal communication found in the work routines of New Cammary Cafe employees. This self-talk is not just an ordinary inner monologue, but a form of self-affirmation used to calm anxiety, boost confidence, and prepare appropriate responses to customers (Abubakar, 2015). A barista, for example, revealed that he often repeats the phrase "Come on, you can answer this" before explaining the difference between manual brew coffee to critical customers. This process proves that self-talk serves as a psychological shield from communication pressure (Lutfiah et al., 2024)

In addition to self-talk, self-reflection also plays an important role in shaping employees' communication character. Reflection is done during quiet moments after work, either informally at home or during discussions with coworkers. In this reflection, employees tend to reevaluate the communication events they have experienced: how they answered customer questions, whether their responses were friendly enough, and how they could have been more patient. This reflection helps employees form new insights that they can use in future interactions.

Research findings show that the most dominant form of intrapersonal communication experienced by employees is self-talk. Self-talk emerges as an internal dialogue that serves to calm oneself, build courage, and prepare verbal responses before facing customers. This is in line with (Abubakar, 2015) view that intrapersonal communication plays an important role in shaping individual self-confidence and emotional regulation. For cafe employees, self-talk often takes the form of simple affirmations such as "I can explain this" or "stay calm when serving customers," which indirectly influence external communication performance.

In addition to self-talk, self-reflection is a significant form of intrapersonal communication. Reflection is carried out after working hours or after dealing with certain interactions with customers. One prominent form of intrapersonal communication is self-regulation through internal dialogue. Employees consciously or unconsciously exercise self-control before speaking, for example by calming their anxiety, managing expectations, or assessing their readiness when dealing with customers. Employees evaluate their manner of speaking, body language, and choice of words. This reflection process serves as continuous learning that helps individuals understand their communicative strengths and weaknesses (Kustiawan et al., 2003). Intrapersonal communication involves the processes of perception, memory, and self-assessment that serve as the basis for communicative actions. In practice, employees who are able to manage internal dialogue well tend to be more emotionally stable when performing service tasks.

In addition, evaluative reflection is a form of intrapersonal communication that develops along with work experience. Employees do not only perform tasks mechanically, but also reassess interactions that have taken place, both those considered successful and those deemed less than optimal. This reflection includes internal questions such as how they behaved when serving customers, whether the responses given were appropriate, and what needs to be improved in the future. This kind of reflection process strengthens personal learning and shapes professional selfawareness, as emphasized by (Abubakar, 2015) that intrapersonal communication plays an important role in building self-confidence and maturity.

Another form that emerges is mental anticipation of communication situations. Employees often imagine possible interactions they will encounter, such as customer questions, complaints, or crowded café conditions. This imagination serves as an internal simulation that helps individuals prepare their cognitive and emotional responses. Another form of intrapersonal communication that emerges is social imagination, which is the ability to imagine communication situations that will be encountered. This imagination includes mental simulations of how to explain the menu, respond to complaints, or deal with customers with certain personalities. Social imagination acts as a bridge between internal experiences and actual communicative actions, and helps reduce tension in public communication situations (Noviariski, 2021).

Interestingly, Gen-Z employees' intrapersonal communication is not entirely individual in nature, but is influenced by the social climate of the workplace. The relatively open and communitybased environment of New Cammary Cafe allows employees to develop more positive internal dialogues than in hierarchical and repressive work environments. This is in line with Megaster's (2023) findings that the work environment contributes significantly to the quality of communication and human resource performance.

The form of Gen-Z employees' intrapersonal communication at New Cammary Cafe reflects a dynamic psychological and professional adaptation process. Intrapersonal communication functions as an internal space where employees construct meaning, manage emotions, and prepare themselves before engaging in broader social interactions. This process is an important foundation in the formation of more complex communication competencies, including public speaking skills in the context of service.

Public Speaking Skills in the Context of Cafe Service

In the context of service such as at New Cammary Cafe, public speaking skills take on a more natural and interpersonal form, although they still require rhetorical skills. Public speaking here does not mean speaking on stage, but speaking directly, confidently, and effectively to customers. This includes how to greet, explain products, respond to questions, and handle complaints in a communicative and pleasant manner (Wahyuddin et al., 2024) Gen-Z employees working in cafes must be able to convey information clearly while maintaining a friendly, relaxed, and professional atmosphere.

Field observations show that most Gen-Z employees at New Cammary Cafe already have fairly good basic public speaking skills. They are able to maintain eye contact, use varied voice intonation, and choose diction appropriate to the context of the situation. However, these skills are not evenly distributed. There is a gap between employees who are accustomed to routine customer communication and those who are new or lack confidence. This highlights the importance of habit formation and a supportive work environment as factors that support communication competence.

Cafes, as social spaces, have a distinctive communication style. Interactions are not only oriented towards conveying information, but also towards creating an atmosphere. Therefore, public speaking in cafe service emphasizes warmth, clarity of message, and the ability to build emotional closeness with customers. This makes speaking skills an integral part of service quality itself (Damayanti et al., 2018).

Experience plays a significant role in shaping public speaking skills in customer service. Employees who have been working longer appear more confident in dealing with various types of customers. They also tend to be more flexible in structuring arguments or explanations when responding to unexpected questions. This ability is not solely due to talent but is the result of continuous interaction that then forms adaptive communicative habits.

For Generation Z employees, the demands of public speaking in cafes present their own challenges. Although this generation is known to be adaptive to technology and digital communication, direct interaction with customers requires a different kind of mental preparedness. Face-to-face situations place employees as subjects who are directly assessed through their manner of speaking, intonation, and body language, so psychological pressure is often unavoidable (Lutfiah et al., 2024)

However, work pressure and customer variability can also affect public speaking performance. Some employees show signs of nervousness when faced with customers who are cold or ask difficult questions. In such conditions, public speaking requires not only clarity of message, but also emotional resilience, spontaneity, and social sensitivity. The ability to manage pressure is important so that communication continues to run smoothly without sacrificing service quality.

The most prominent public communication activity occurs when employees explain complex products, such as the differences between coffee bean types or brewing techniques. In this situation, employees are required to explain technical information in a simple yet convincing manner. This tests not only verbal aspects but also knowledge readiness and confidence in delivering material to a lay audience. This is where the main challenge lies for Gen-Z, who tend to get nervous when they have to explain things that are considered complex.

In practice, cafe employees' public speaking often arises in unexpected situations. Sudden questions, special requests, or customer complaints require employees to respond quickly and appropriately. Such situations demand spontaneous thinking and

emotional control, as small mistakes in speech can affect customers' perceptions of service quality.

The ability to explain the menu or products is the most prominent form of public speaking. Employees not only convey information but also translate technical terms into easy-to-understand language. This process involves the ability to compose messages logically and persuasively, reflecting the logos aspect of communication, while building credibility as competent servers (Rahmayanti et al., 2023)

SAMARA's weekly activities at the New Cammary Cafe are one of the natural training spaces that support employees' public speaking skills. Open discussions involving students and lecturers from UIN Sunan Gunung Djati Bandung encourage employees to actively express their opinions and hone their ability to convey ideas. These moments become an effective and enjoyable learning tool, as they are conducted in an egalitarian and non-pressuring community atmosphere. This shows the importance of informal spaces as incubators for public communication.

Beyond verbal aspects, nonverbal elements play a significant role in service public speaking. Eye contact, smiles, body posture, and tone of voice signal friendliness and openness.(Selwen et al., 2021) emphasize that a speaker's confidence is often more reflected through body language than the message content alone. Therefore, cafe employees' public speaking cannot be separated from awareness of nonverbal communication.

Work pressure and environmental conditions also affect public speaking performance. A busy cafe atmosphere, limited service time, and multitasking demands can reduce communication quality if not balanced with mental preparedness. In this situation, public speaking is not just the ability to speak, but the ability to maintain communication stability amid distractions and operational pressures.

A supportive work environment plays an important role in developing public speaking skills. When employees feel safe to try, make mistakes, and learn from experience, their speaking skills will develop more optimally. This is in line with (Megaster, 2020) view that the quality of human resources is greatly influenced by a work climate that encourages learning and self-development.

Thus, public speaking skills in the context of café service are not instant or purely technical abilities. The results obtained come from a process of socialization, intrapersonal learning, and practical experience. A supportive work environment such as that at New Cammary Cafe, coupled with reflective activities such as SAMARA, has proven to be an ideal combination for shaping Gen-Z employees who are communicative, confident, and professional. Going forward, experience-based and participatory communication training is an important recommendation for human resource capacity building in the informal service sector.

The Connection Between Intrapersonal Communication and Public Speaking Performance

Intrapersonal communication and public speaking are two interconnected areas of communication, although they are often understood as separate processes. In the context of service work, intrapersonal communication serves as the psychological foundation that shapes an individual's readiness before speaking in public. Every act of speaking in front of customers is preceded by an internal process of self-assessment, emotion management, and determination of communication attitude. Findings from interviews and observations show that public speaking skills are not only determined by technical training or external communication experience, but are also closely related to the inner dynamics of each individual. Intrapersonal communication becomes a medium for employees to process experiences, shape self-narratives, and foster selfconfidence, which are prerequisites for successful public speaking.

Intrapersonal communication allows employees to build self-awareness of their position and role in communication situations. Through internal dialogue, individuals interpret environmental demands, anticipate audience responses, and manage expectations of their own performance. This process is in line with (Abubakar, 2015) view, which places intrapersonal communication as a cognitive process that influences self-confidence and courage to speak. Effective public speaking performance is not only determined by verbal ability, but also by the speaker's psychological condition. Employees who have positive intrapersonal communication tend to be more emotionally stable and able to control anxiety when speaking. Conversely, negative internal dialogue can weaken confidence and reduce the quality of message delivery, even if the individual has adequate speaking skills.

One of the most striking things is how self-talk shapes employees' emotional readiness in dealing with customers. Employees who are accustomed to positive internal dialogue tend to be calmer, more open, and more confident in their verbal interactions. Expressions such as "I can do this," "take it easy," or "I've dealt with this before" are forms of self-affirmation that strengthen their capacity to speak with effective articulation and expression. In a qualitative approach, this proves that intrapersonal communication serves as a mental foundation for performing in public.

Conversely, intrapersonal communication that is full of doubt or negative undertones often leads to suboptimal communication performance. Some employees admit to feeling nervous, hesitant, or inclined to avoid customers due to negative narratives within themselves, such as "afraid of saying the wrong thing" or "afraid of not being able to answer." This pattern shows the importance of balance and psychological health in supporting public speaking skills. From a qualitative perspective, these psychological factors cannot be ignored in the analysis of communication competence.

Self-reflection, as a form of intrapersonal communication, also plays a significant role in improving public communication performance. Employees who regularly evaluate their interactions, rethink their responses, and imagine improvements for similar scenarios in the future tend to experience faster development. Reflection not only

enriches personal insight but also strengthens the logical thinking structure that is important in speaking coherently and convincingly.

This study also shows that the relationship between intrapersonal communication and public speaking is cyclical. The more positive the intrapersonal communication process, the higher the quality of public communication. Conversely, successful public communication experiences will strengthen confidence and enrich the next intrapersonal process. This creates a positive feedback loop that is important in communication learning for the younger generation.

For Generation Z employees, the relationship between intrapersonal communication and public speaking becomes even more complex. This generation is accustomed to intense personal reflection, both through thought and digital media. This reflection shapes internal communication patterns that greatly influence how they present themselves in direct interactions. (Noviariski, 2021) asserts that high self-awareness can be both a strength and a hindrance in public communication, depending on how individuals manage it. In café service practice, intrapersonal communication functions as a preparation mechanism before speaking. Employees often make mental adjustments, such as calming themselves or organizing their thoughts, before interacting with customers. This process shows that public speaking performance is not merely a spontaneous response, but the result of internal preparation that is built consciously or unconsciously.

This dynamic is also greatly influenced by the social context of the workplace. At New Cammary Cafe, the open, less bureaucratic atmosphere and the existence of activities such as SAMARA provide a safe space for employees to express themselves and develop their skills. This space helps them explore ideas and face audiences in a lighter format, while still being intellectually and emotionally challenging. Such experiences enrich their intrapersonal communication with new insights and meaningful emotional experiences.

In the context of service, the integration of interpersonal communication and public speaking is reflected in the ability of employees to maintain consistency in their speech. Employees who are able to manage their thoughts and emotions internally tend to communicate in a calmer, clearer, and more convincing manner. This has a direct impact on customers' perceptions of service professionalism.

Thus, intrapersonal communication and public speaking performance form a mutually reinforcing relationship. Intrapersonal communication serves as an internal foundation, while public speaking is an external manifestation of an individual's psychological and cognitive readiness. In the context of Generation Z employees in cafes, strengthening intrapersonal communication is an important strategy for improving the quality of public communication and overall service performance.

SAMARA Dynamics: Discussion as a Space for Performance and Reflection

The weekly SAMARA (Wednesday Night Presentation) discussion at New Cammary Cafe has evolved into more than just a weekly intellectual activity. It has become a social practice that organically brings together the experiences of intrapersonal communication and public communication expression. Held in the café's open space every Wednesday evening, these discussions provide a relaxed yet meaningful atmosphere, involving employees, customers, students, educators, and even lecturers from UIN Sunan Gunung Djati Bandung. The open, reflective, and participatory discussion format makes SAMARA a contextual and populist communication training space.

SAMARA is not merely understood as a routine discussion forum, but as a social space that enables a deeper communication process among employees. In the context of café work, SAMARA's existence becomes an alternative non-formal learning space that is not bound by hierarchical work structures. In this space, employees do not only act as task executors, but also as active and reflective subjects of communication.

Employee participation in SAMARA gives them the opportunity to practice speaking in front of a crowd in a relatively safe and supportive environment. They are not just passive listeners, but also actively express their opinions, ask questions, and even moderate sessions. This situation allows them to practice public speaking skills directly, from organizing ideas logically to managing facial expressions and voice intonation. For Gen-Z employees, this experience is important for building the courage and confidence to speak in front of an audience.

As a discussion space, SAMARA provides a relatively psychologically safe communication environment. Employees can express their opinions, experiences, and concerns without the direct pressure of customer service demands. This condition allows for more authentic communication, where employees speak not out of professional obligation, but out of a desire to share and be understood.

In the dynamics of SAMARA, public speaking takes on a more fluid and egalitarian form. There is no formal audience or dominant main speaker, so each individual has a relatively equal opportunity to speak. This situation contributes to strengthening the courage to speak, especially for Generation Z employees who are still building their confidence in verbal communication (Selwen et al., 2021)

SAMARA activities also spark a more reflective intrapersonal communication process. Before participating in discussions, some employees admitted to rereading the material to be discussed or thinking about the arguments they might present. This process encourages them to engage in dialogue with themselves, test their understanding, and develop personal perspectives. After the discussion is over, they also reflect: whether the opinions expressed were effective, how others responded, and how they can improve their performance in future discussions.

SAMARA also functions as a space for reflective communication practice. When employees share their work experiences or personal views, they indirectly practice their ability to construct narratives, manage the flow of speech, and tailor messages to their

audience. This process makes discussions a medium for communication learning that is inseparable from real-life experiences.

Furthermore, SAMARA shapes a broader professional identity awareness in employees. They not only see themselves as service workers, but also as individuals who think, learn, and have intellectual capacity. This identity has a positive impact on their performance in service because they carry a more confident and authentic self-image. It is not uncommon for customers to be surprised and impressed when they find out that the barista serving their coffee can also explain communication theory or discuss popular sociology books.

This discussion space also strengthens relationships between individuals in the café environment. Employees who were previously awkward or passive in their interactions became more open and expressive after regularly participating in SAMARA. The relationship between baristas and waiters is no longer based solely on work, but has grown into friendships that inspire each other intellectually and emotionally. These kinds of connections create a more humanistic and conducive work environment for personal and professional growth.

In addition to being a performance space, SAMARA has an important function as a space for collective reflection. Employees not only reflect on their experiences individually, but also process them together through dialogue. This collective reflection broadens individual perspectives, as personal experiences are brought together with the viewpoints of other colleagues, as explained by Kustiawan et al. (2022) regarding the importance of reflection in interpersonal communication. The dynamics of discussion in SAMARA show that the process of learning communication is not always linear. Sometimes employees learn by listening, not speaking. Listening to others' experiences stimulates intrapersonal dialogue, which then influences how individuals view themselves and their role in service communication.

From a public communication perspective, SAMARA provides a safe space for experimentation. Employees can try out different speaking styles, respond to audiences, and even learn from their mistakes. This is especially important for Gen-Z, who often tend to overthink and fear being judged. SAMARA eliminates the performative pressure that is common in formal forums, while still maintaining standards of critical thinking and effective communication. This makes it a contextual, participatory, and meaningful arena for practicing public speaking. From a communication performance perspective, SAMARA can be understood as a transitional space between intrapersonal and public communication. Employees bring the results of personal reflection into discussions, then test them through interaction with others. This process helps individuals refine their ideas and improve their readiness before communicating in more open service spaces.

Interestingly, the dynamics of SAMARA also enable a transformation in employees' perspectives on public speaking. Speaking is no longer perceived as a stressful activity, but rather as a means of sharing experiences and building mutual

understanding. This change in perception is important for Generation Z, who often view verbal communication as a source of anxiety (Lutfiah et al., 2024).

SAMARA serves as a socio-communicative space that bridges performance and reflection. Discussions not only generate the exchange of ideas but also shape self-awareness, courage to speak, and employees' communication readiness. In the context of Kafe New Cammary, SAMARA becomes an alternative communication practice that supports the natural and sustainable development of public speaking.

Personal Reflection and Communicative Transformation of Employees

Personal reflection is an internal process that allows individuals to interpret work experiences more deeply. In the context of café service, reflection not only functions as a performance evaluation but also as a means of forming self-awareness in communication. Generation Z employees tend to interpret communication experiences as part of the process of finding their professional identity, not just a work routine.

Through personal reflection, employees begin to realize the communication patterns they display in front of customers. This awareness includes the way they speak, their emotional responses, and their body language that emerges in service interactions. This process of self-awareness is the first step towards communicative transformation, as (Abubakar, 2015) emphasizes that self-reflection is the foundation for developing interpersonal communication skills.

Personal reflection also influences how employees interpret communication failures. Mistakes in speaking are no longer seen as threats but as learning materials. This shift in perspective marks a communicative transformation, where individuals begin to see communication as a continuous learning process. The communicative transformation process of Gen-Z employees at New Cammary Cafe did not happen instantly, but through stages of continuous personal reflection. This reflection arises from the intersection of work experience, active intrapersonal communication, and informal learning spaces such as SAMARA. In a qualitative approach, personal reflection is understood as an internal process that allows individuals to reevaluate their identity, values, and communication strategies in the face of everyday work realities.

Communication transformation is evident in increased confidence and flexibility in speaking. Employees who were previously passive began to dare to express their opinions and take the initiative in service interactions. This change shows that personal reflection has a direct impact on public speaking performance in real work situations. A supportive work environment is an important factor in strengthening the process of reflection and transformation. When employees feel psychologically secure, they are more open to self-evaluation without fear of negative judgment. (Megaster, 2020) emphasizes that a positive work climate encourages the development of communication quality and human resource performance.

Many employees revealed that working at the cafe had changed the way they viewed themselves and others. Initially, some of them felt less confident about speaking, even just greeting customers. However, over time and with experience, they began to see

interactions as a means of learning. This process shows that communicative transformation occurs when individuals begin to realize their important role as communicators in a broader social space.

Personal reflection is also strengthened by the experience of interacting with a diverse range of customers, from students and lecturers to the general public. These interactions serve as a mirror that helps employees understand social responses to their communication style. Some admit to becoming aware of the importance of empathy, patience, and precision when speaking. This awareness does not come from formal training, but from reflection on real situations that they experience and internalize.

In the context of New Cammary Cafe, personal reflection does not take place in isolation. Informal discussions and interactions between employees also enrich the individual reflection process. The experiences of others serve as a mirror that helps employees understand their own position and communication development. Communicative transformation also reflects changes in employees' professional identities. From individuals who simply carry out service tasks, employees develop into communicators who are aware of the role and impact of their communication on the customer experience. This change shows that communication is not only a work tool, but also a means of self-development.

Participation in SAMARA discussions triggers significant transformation. Employees who were initially passive become more confident in expressing their ideas, even daring to refute or respond to opinions in a polite and argumentative manner. This shows that communication change is not only about speaking techniques, but also mental attitude and maturity of thought. This transformation is further strengthened when they realize that communication skills are not just a work tool, but also part of personal growth.

Communicative transformation also had an impact on how employees responded to work challenges. They no longer saw customer complaints as a burden, but as an opportunity to practice patience and persuasive communication skills. In fact, some began to devise new ways of greeting customers or explaining the menu to make it more attractive and easier to understand. This shows that reflection has resulted in concrete actions that enrich their capacity as public communicators.

This process shows that intrapersonal communication and public speaking have a dialectical relationship in shaping work character. Employees who are able to engage in honest and open dialogue with themselves tend to be more adaptive in external communication. They don't just react, but respond consciously, contextually, and empathetically. This makes communicative transformation a holistic process that encompasses cognitive, affective, and social dimensions simultaneously.

Ultimately, the personal reflection and communicative transformation of Gen-Z employees at New Cammary Cafe proves that the workplace can be a space for growth. With a combination of a supportive environment, hands-on experience, and a humanistic discussion space such as SAMARA, the process of self-change becomes more authentic

and sustainable. Employees are not only professional service providers but also reflective and humanistic communicators. This transformation is a crucial asset in building meaningful communication, both in the workplace and in broader social life.

Conclusions

This study shows that intrapersonal communication plays a fundamental role in shaping and strengthening public speaking skills among Gen-Z employees in informal work environments such as New Cammary Cafe. Through an internal dialogue process in the form of positive self-talk, selfreflection, and social imagination, employees build self-confidence, emotional calm, and mental preparedness that support their communication performance in front of customers and in discussion forums.

Public speaking in the context of cafe service is not merely a verbal skill, but also an expression of self-awareness that grows from daily work experiences and intense interpersonal interactions. Healthy intrapersonal communication has been proven to encourage the ability to appear calm, responsive, and authentic in public situations, both formal and informal.

Another important finding is that dialogue spaces such as SAMARA's weekly discussions serve as egalitarian and reflective learning environments. Through this forum, employees not only hone their speaking skills but also form new intellectual and social identities. SAMARA becomes a social space that stimulates courage, openness, and sensitivity to diverse perspectives, all of which support the strengthening of personal and professional communication.

The communicative transformation experienced by employees is not only technical in nature, but also touches on deeper psychological and social aspects. This change takes place gradually through repeated practice, a supportive work environment, and active involvement in the informal learning process. This confirms that effective communication is not only learned from theory, but also from experience and continuous conscious reflection.

Thus, this study makes an important contribution to the understanding that the development of communication skills, especially public speaking, must begin with strengthening intrapersonal communication. Especially for younger generations such as Gen-Z, approaches that empower the inner self and personal identity have proven to be more effective in fostering self-confidence and social sensitivity in communication.

The implications of these findings point to the need for a more personalized and reflective coaching approach in the workplace, especially in the informal service sector. Communication training should not only emphasize speaking techniques, but also touch on aspects of selfawareness, empathy, and a safe and supportive space for exploration, as demonstrated by the practices at New Cammary Cafe.

Acknowledgments

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