

ANALYSIS OF THE INFLUENCE OF LEADERSHIP AND COMMUNICATION STYLES ON EMPLOYEE SATISFACTION AT CAFES IN TEBING TINGGI CITY

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Abstract

This study aims to analyze the influence of leadership and communication styles on employee satisfaction in cafes in Tebing Tinggi City. The rapidly growing cafe industry demands effective human resource management, particularly in creating a supportive work environment through good leadership and effective communication. This study uses a quantitative approach with a sample of 50 permanent employees from 10 cafes selected using a purposive sampling technique. The research instrument was a questionnaire with a 5-point Likert scale, and data were analyzed using the Partial Least Squares (PLS) technique through the SmartPLS 3.0 application. The results of the study indicate that leadership style has a significant effect on employee satisfaction with a t-statistic value of 4.770 ($p = 0.001$), and communication also has a significant effect with a t-statistic value of 4.848 ($p = 0.000$). The research model has an R^2 value of 0.796, which means that 79.6% of the variability in employee satisfaction can be explained by leadership style and communication. The Q^2 value of 0.7960 indicates that the model has strong predictive relevance. These findings indicate that leadership style and communication play an important role in increasing employee job satisfaction, which impacts their performance and loyalty to the organization. This study recommends that café managers continue to improve the quality of leadership and internal communication to create a more productive and harmonious work environment.

Keywords: *Leadership Style, Communication, Employee Satisfaction, SmartPLS, Café, Tebing Tinggi*

INTRODUCTION

The growing café industry in Tebing Tinggi City has created a need for effective human resource management, particularly in leadership and internal communication. With the increasing number of cafés popping up, competition in the industry is intensifying. Facing this competition, leadership and communication are crucial for maintaining employee productivity and satisfaction. High employee satisfaction leads to better performance, increased loyalty, and improved customer service. The leadership style adopted by café managers or owners significantly impacts the work environment and employee well-being. Leaders who provide motivation, support, and freedom in decision-making can enhance employee job satisfaction. Conversely, an authoritarian leadership style that provides little room for employee development can lead to dissatisfaction and even increase employee turnover.

Table 1.1
at Cafes in Tebing

No	Cafe	Employee Satisfaction Score
1	Cafe Crystal	85
2	Cafe Kawan Kofie	70
3	Cafe Mie Repeat	90
4	Cafe Corner	60
5	Cafe Kenalan	77
6	Cafe Kopang	53
7	Cafe Pondok Bali Lestari	88
8	Cafe Induk Kopi	62
9	Central Coffee Cafe	80
10	Coffee Station Cafe	74

Employee Satisfaction
Tinggi City

Source: Processed primary data (2025)

Employee satisfaction scores were obtained from a questionnaire distributed on a Likert scale of 1–5 to each café employee. These included several indicators of job satisfaction, including satisfaction with salary and compensation, relationships with superiors and coworkers, the work environment, career development opportunities, and work-life balance. Each indicator was assessed, then averaged, and converted into a score ranging from 0–100. The values in the table reflect the average satisfaction score accumulated across all indicators.

The final score per café is obtained from the average score of all respondents in each café.

$$\text{Skor 0–100} = \left(\frac{\text{Skor rata-rata Likert}}{5} \right) \times 100$$

Population, Sample, and Sampling Techniques

The population in this study was all permanent employees working at 10 cafes in Tebing Tinggi City. Based on preliminary data, the total population was estimated to be around 100 employees. Sampling Technique: Sampling was conducted using the Slovin formula with a 10% error rate:

$$n = \frac{N}{1 + N(e)^2} \quad \text{dengan} \quad N = 100, e = 0,10$$

$$n = \frac{100}{1 + 100(0,10)^2} = \frac{100}{1 + 1} = \frac{100}{2} = 50$$

Thus, the number of samples in this study was 50 respondents.

Sampling Technique:

Researchers used purposive sampling, which is a sampling method based on certain criteria, namely: permanent employees, minimum work period of 6 months and actively involved in the daily operations of the café.day. This study examined employee satisfaction levels at ten cafes operating in Tebing Tinggi City. The analysis showed variations in satisfaction levels among the cafes. Cafe Mie Repeat achieved the highest employee satisfaction score of 90, followed by Cafe Pondok Bali Lestari (88) and Cafe Crystal (85). These scores indicate a conducive work environment, good communication between management and employees, and appreciation for employee

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contributions. Meanwhile, Cafe Kopang recorded the lowest satisfaction level with a score of 53, followed by Cafe Corner (60) and Cafe Induk Kopi (62). These low levels of satisfaction could be an indicator of problems with leadership style, internal communication, or working conditions. The other cafes, namely Cafe Kawan Kofie, Cafe Kenalan, Cafe Sentral Kopi, and Cafe Stasiun Kopi, had moderate to good satisfaction levels, with scores ranging from 70 to 80. Overall, these findings show that employee satisfaction in Tebing Tinggi City cafes is influenced by various managerial factors. To improve job satisfaction, cafes need to focus on effective leadership, good communication, and a supportive work environment.

Table 1.2 Analysis of the Relationship between Leadership Style and Employee Satisfaction

No	Cafe Name	Leadership Style	Employee Satisfaction Score
1	Cafe Mie Repeat	5	90
2	Cafe Pondok Bali Lestari	5	88
3	Cafe Kopang	3	53

Source: Processed primary data (2025)

Table 1.2 shows a positive relationship between leadership style and employee satisfaction levels in the cafes studied. Leadership Style scores were obtained based on employee questionnaires using a Likert scale of 1–5, with indicators such as motivational ability, participation in decision-making, fairness, role modeling, and leadership support. Employee Satisfaction Scores are a summary of the average scores from questionnaires related to aspects of job satisfaction such as compensation, work relationships, work environment, and personal development.

A comparison of leadership style and employee satisfaction levels in three cafes in Tebing Tinggi City shows that the higher the leadership style score, the higher the employee satisfaction level. For example, Cafe Mie Repeat and Cafe Pondok Bali Lestari had the highest leadership scores (5) and also showed high employee satisfaction (90 and 88), while Cafe Kopang with a lower leadership score (3) had the lowest satisfaction score (53). These findings strengthen the argument that leadership style plays an important role in creating a positive work climate and supporting employee psychological well-being. Leadership styles and employee satisfaction levels in the cafes that were the objects of the study. The table shows that the higher the leadership style score applied by cafe management, the higher the level of satisfaction felt by employees. Comparison between leadership styles and employee satisfaction levels in three cafes in Tebing Tinggi City, namely Cafe C, Cafe G, and Cafe F. At Cafe C, the employee satisfaction level reached 90, with a leadership style score of 5. Likewise at Cafe G, employee satisfaction was recorded at 88 with a leadership style of 5. Meanwhile, at Cafe F, the employee satisfaction level was lower, namely 53, with a leadership style score of 3.

From these results, it can be seen that Cafe C and Cafe G, which have higher leadership style scores, tend to produce higher levels of employee satisfaction. Conversely, Cafe F, which has a lower leadership style score, also shows lower levels of employee satisfaction. These findings indicate a positive relationship between good leadership style and employee satisfaction levels in the analyzed cafes. Overall, this table strengthens the argument that leadership style plays a crucial role in creating a positive work climate and supporting employee psychological well-being. Good leadership not only impacts the cafe's operational performance but also non-material aspects such as employee satisfaction and loyalty.

Table 1.3 Relationship between Communication and Employee Satisfaction

No	Cafe Name	Communication	Employee Satisfaction Score
1	Cafe Mie Repeat	5	90
2	Cafe Pondok Bali Lestari	5	88
3	Cafe Kopang	2	55

Source: Processed primary data (2025)

Table 1.3 illustrates the relationship between communication and employee satisfaction. The Communication Score is obtained from the results of The average of the questionnaires measuring openness, clarity of instructions, frequency of communication, and the presence of feedback. The Employee Satisfaction Score refers to the same data in Table 1.2. The results show that cafes with good communication (score 5) have high job satisfaction (90 and 88), while cafes with low communication (score 2) show low job satisfaction (55). This phenomenon confirms that effective communication plays an important role in creating a work atmosphere. harmonious and satisfying work. Employee satisfaction in several cafes shows a consistent pattern: the better the quality of communication in the workplace, the higher the level of satisfaction experienced by employees. Café C and Café G are concrete examples of this relationship, with both having the highest communication scores (5) and also showing very high levels of satisfaction, at 90 and 88, respectively. This reflects that open, clear, and two-way communication between management and employees creates a comfortable and productive work environment. Employees feel valued, listened to, and involved in the work process, which directly impacts their job satisfaction.

On the other hand, Café F with a low communication score (2) only recorded a satisfaction level of 55. This shows that weak communication can give rise to various problems in the work environment, such as misunderstandings, unclear tasks, and reduced work motivation, which ultimately reducing overall employee satisfaction. This phenomenon confirms that effective communication is not only a technical support for café operations but also a crucial element in creating healthy, harmonious, and satisfying working relationships for employees. Therefore, café management needs to pay closer attention to the quality of internal communication to foster optimal job satisfaction.

From these three tables, we can conclude that good leadership style and effective communication play a significant role in increasing employee satisfaction in cafes in Tebing Tinggi City. Cafes that pay attention to these two factors will have higher levels of satisfaction, while cafes that pay less attention to these factors need to make improvements to ensure employee satisfaction and motivation. Besides leadership, communication is also a key factor in creating a conducive work environment. Effective communication between leaders and employees allows for clear assignments, improved coordination, and fosters positive working relationships. However, a lack of effective communication can lead to misunderstandings, lower morale, and hinder productivity. Employee satisfaction is a crucial factor in determining the success and sustainability of a company or organization. In service industries such as cafes, where employee-customer interaction is intense, employee satisfaction is crucial. Factors that can influence employee satisfaction include the leadership and communication styles employed by management. Leadership style refers to how a leader influences, directs, and manages employees to achieve shared goals. A good leadership style can boost employee motivation, performance, and job satisfaction. Conversely, an ineffective leadership style can lower employee morale and satisfaction. In the cafe context, the leadership style adopted by the manager or owner will significantly impact how employees feel valued and engaged in their work.

Furthermore, good communication between superiors and employees plays a crucial role in creating job satisfaction. Open, clear, and effective communication will reduce misunderstandings and give employees confidence in carrying out their duties. Conversely, poor communication can create role ambiguity, employee confusion, and ultimately lower their job satisfaction. This phenomenon is clearly visible in Tebing Tinggi City, North Sumatra, where an increasing number of cafes are popping up as social and recreational gathering places. In the fierce competition between cafes, a cafe's success depends not only on the quality of the products offered, but also on the quality of the management applied, including the leadership and communication styles within them. However, although leadership and communication styles are considered important factors in creating employee satisfaction, there has been no in-depth research on the influence of these two factors on employee job satisfaction in cafes in Tebing Tinggi City. Therefore, this study is important to determine the extent of the influence of leadership and communication styles on employee satisfaction in cafes in the area.

LITERATURE REVIEW

Employee Satisfaction

Employee satisfaction is the feeling of pleasure or displeasure felt by employees regarding their work. This satisfaction is influenced by various factors, such as working conditions, compensation, relationships with coworkers and superiors, as well as leadership and communication styles in the workplace. Herzberg (2020) in his two-factor theory states that factors influencing job satisfaction are divided into two categories: motivators and hygiene factors. Motivator factors, such as achievement, recognition, and opportunities for development, can increase job satisfaction, while hygiene factors, such as salary and working conditions, can reduce dissatisfaction if not met properly. Robinson & Judge (2020) state that job satisfaction is often influenced by leadership style and communication within an

organization. Leaders who recognize employee contributions and maintain open and honest communication will increase employee job satisfaction levels.

Employee Satisfaction Indicators

Job satisfaction is a positive feeling that arises from an employee's assessment of various aspects of their work environment. According to Robbins and Judge (2020), job satisfaction indicators encompass several key aspects, including satisfaction with salary or compensation, which refers to the extent to which employees feel that the rewards they receive are commensurate with the responsibilities they undertake. Furthermore, harmonious social relationships among coworkers reflect a sense of comfort and social support in the workplace. Relationships with superiors are also important indicators, especially when leaders are fair, open to input, and appreciative of employees' contributions. Herzberg (2020) in his theory identified motivating factors such as achievement, recognition, and opportunities for self-development as key drivers of job satisfaction. Therefore, interest and engagement in daily tasks, as well as opportunities for promotion or skill enhancement, indicate that the organization provides space for employee career development. Finally, comfortable working conditions and environments, both physically and psychologically, are important supporting factors in creating optimal job satisfaction (Luthans, 2020).

Leadership Style

Leadership style refers to a leader's approach or method of influencing and directing a group or team. Different leadership styles can influence employee satisfaction and performance, and each style has a different impact on an organization. According to Robbins & Judge (2020), leadership style is the way a leader interacts with team members and the impact this has on team performance and motivation. Leadership styles can be divided into several types, such as authoritarian, democratic, and laissez-faire. Leaders who use a democratic leadership style tend to have better relationships with employees, which can increase their job satisfaction. Bass (2020), in his Transformational and Transactional Leadership theory, states that transformational leadership, which emphasizes motivation, inspiration, and positive change, is closely related to employee satisfaction levels. Leaders who use a transformational approach can build employee trust and loyalty, which in turn increases job satisfaction.

Leadership Style Indicators

Leadership style is a crucial factor influencing employee behavior and performance within an organization. In the context of transformational leadership, idealized influence is a key indicator, where leaders are able to serve as role models and inspire their subordinates, thereby fostering respect and trust (Bass, 2020). Leaders also demonstrate inspirational motivation by conveying a compelling vision and mission, igniting work enthusiasm, and encouraging employees to commit to shared goals (Robbins & Judge, 2020). Furthermore, intellectual stimulation is a leader's encouragement of innovation, creative thinking, and critical problem-solving. The next indicator is individualized consideration, reflecting the leader's attention to the needs, potential, and personal development of each team member. Meanwhile, in transactional leadership, a prominent indicator is contingent reward, which is the provision of performance-based rewards, such as bonuses or promotions (Luthans, 2020). Furthermore, management by exception is a characteristic in which leaders take corrective action when deviations from work standards occur. These indicators form the basis for assessing the extent to which leadership style influences employee performance and satisfaction in an organization.

Communication in Organizations

Communication is a crucial process in every organization, both verbal and non-verbal. Effective communication can improve interpersonal relationships, expedite problem-solving, and enhance team performance. According to Daft & Lengel (2020), effective communication in the workplace can help create a transparent and supportive work environment. Clear and open communication can help reduce conflict, increase collaboration, and expedite decision-making. This has a direct impact on employee satisfaction because they feel valued and given the space to express their opinions. Sutanto & Suryani (2020) explain that good communication between superiors and subordinates plays a crucial role in creating a positive work environment. Employees who feel heard and clearly informed about the company's goals and expectations are more satisfied with their jobs.

Communication Indicators

Effective communication in an organization is characterized by several important indicators. According to Daft and Lengel (2020), message clarity is a key aspect, where information is conveyed clearly and easily understood by the recipient. Open communication, as explained by Sutanto and Suryani (2020), allows for an honest and fearless

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exchange of opinions, which can increase trust between superiors and subordinates. Feedback is also a crucial part of the effective communication process, as it ensures that messages are received and understood correctly. Furthermore, the frequency of communication between superiors and employees directly influences the smooth coordination of daily work (Robbins & Judge, 2020). The use of appropriate communication channels, both formal and informal, supports the effective delivery of information in various situations. Finally, easy access to relevant information also plays a crucial role in helping employees perform their tasks optimally and make timely decisions.

Table 1.4 Indicators and Sources of Research Variable Theory

Variables	Indicator	Source of Theory
Employee Satisfaction	Salary/Compensation, Relationship with Superiors & Coworkers, Work Environment, Career Development, Work-Life Balance	Robbins & Judge (2020), Herzberg (2020), Luthans (2020)
Leadership Style	Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Contingent Reward	Bass (2020), Robbins & Judge (2020), Luthans (2020)
Communication	Message Clarity, Openness, Feedback, Communication Frequency, Communication Channels, Information Access	Daft & Lengel (2020), Sutanto & Suryani (2020), Robbins & Judge (2020)

Source: Processed primary data (2025)

The Relationship Between Leadership Style, Communication, and Employee Satisfaction

Various studies have shown that leadership and communication styles significantly influence employee satisfaction. Luthans (2020), in his research conducted in various organizations, found that supportive leadership and clear communication can increase employee satisfaction and loyalty. Mulyadi & Astuti (2020) also stated that good communication within an organization not only improves performance but also increases employee job satisfaction. This occurs because effective communication helps employees understand the organization's goals and expectations, leading to better performance and higher satisfaction.

RESEARCH METHODS

Population and sample

The population in this study was all café employees in Tebing Tinggi City. Based on initial observations, there were 10 cafés that were the objects of study, with an estimated total population of 100 permanent employees. The determination of the number of samples in this study used the Slovin formula with an error rate (e) of 10%, as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{100}{1 + 100(0,1)^2} = \frac{100}{1 + 1} = 50$$

Thus, the number of samples in this study was 50 employees from various cafes that were the objects of the study.

Sampling Technique:

Researchers used purposive sampling, which is a sampling method based on certain criteria, namely permanent employees, a minimum work period of 6 months and active involvement in the daily operations of the café.

This study uses a quantitative approach to analyze the influence of leadership and communication styles on employee satisfaction in cafes in Tebing Tinggi City. This quantitative approach was chosen because it allows for the measurement of the variables involved in the study using numerical and statistical data. This study uses a model of the relationships between variables, which will be analyzed using Smart PLS (Partial Least Squares).

Research Variables

There are three main variables in this study, namely:

1. Independent Variables:

- Leadership Style (X1): This is the approach or style used by leaders in leading employees. Leadership style is measured using a Likert scale consisting of several indicators such as trust, empowerment, and motivation.
- Communication (X2): Is the process of conveying information and messages between leaders and employees. Communication is measured using a Likert scale that includes communication frequency, message clarification, and communication openness.

2. Dependent Variable:

- Employee Satisfaction (Y): This is the feeling of satisfaction or dissatisfaction that employees feel about their jobs. Employee satisfaction is measured by indicators such as rewards, recognition, relationships with coworkers, and work-life balance.

Data collection technique

Data were collected using a questionnaire consisting of questions related to the three main variables mentioned above. The questionnaire used a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to measure employee perceptions of their leadership style, communication, and job satisfaction. Data collection steps included distributing questionnaires directly to selected employees and checking and validating the collected data to ensure completeness and accuracy.

Data Analysis Techniques

This research data analysis used SmartPLS (Partial Least Squares), an effective statistical analysis technique for testing relationships between variables, particularly in complex models with multiple independent and dependent variables. Using SmartPLS allows researchers to conduct comprehensive and flexible analyses of existing model structures. The analysis process begins with testing the measurement model, where construct validity is assessed through convergent validity, measured by the Average Variance Extracted (AVE) value, which must be greater than 0.5, and discriminant validity, seen from the cross-loading values between indicators. Furthermore, construct reliability is tested using Cronbach's Alpha and Composite Reliability, with a minimum value of 0.7 being considered reliable. Next, at the structural model stage, path significance testing was performed using the bootstrapping method to obtain significant t-statistics and path coefficients. Furthermore, the coefficient of determination (R^2) was used to determine the contribution of the independent variables to the dependent variable. To measure the influence of each variable more specifically, the effect size (f^2) was calculated. Finally, a hypothesis test was conducted based on the bootstrapping results, where the hypothesis was declared significant if the p-value was less than 0.05. Thus, this analysis can provide a clear picture of the relationship between variables and their influence on employee satisfaction in the studied model.

DISCUSSION

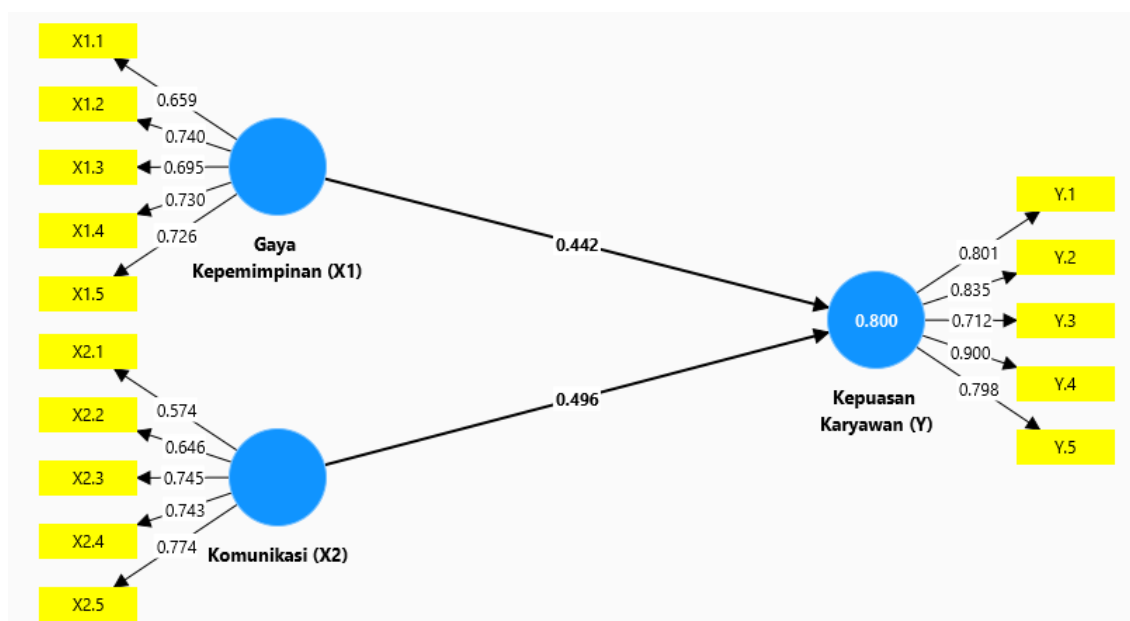
Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is a confirmatory factor analysis (CFA) that tests the validity and reliability of the latent constructs. The following are the results of the outer model evaluation in this study.

Validity Test

This research uses the help of Smart PLS 3.0 software to test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity can be used by looking at the cross loading value.

Figure 4.1. Outer Model



1. Convergent Validity

Based on Figure 4.1 above, it can be seen that all loading factor values have exceeded the 0.7 limit, thus concluding that each indicator in this study is valid. Therefore, these indicators can be used to measure the research variables.

2. Discriminant Validity

Discriminant validity compares the Average Variance Extracted (AVE) value of each construct with the correlation between other constructs in the model. Based on Figure 4.1 above, it can be seen that all cross-loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the above indicators are valid overall.

Reliability Test

An instrument can be said to be reliable by looking at the value of Average Variance Extracted more than 0.5, Cronbach Alpha more than 0.6 and Composite Reliability more than 0.7.

Table 4.1
Calculation of AVE, Cronbach Alpha, and Composite Reliability

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	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership Style (X1)	0.837	0.837	0.836	0.505
Employee Satisfaction (Y)	0.905	0.910	0.906	0.658
Communication (X2)	0.830	0.834	0.826	0.590

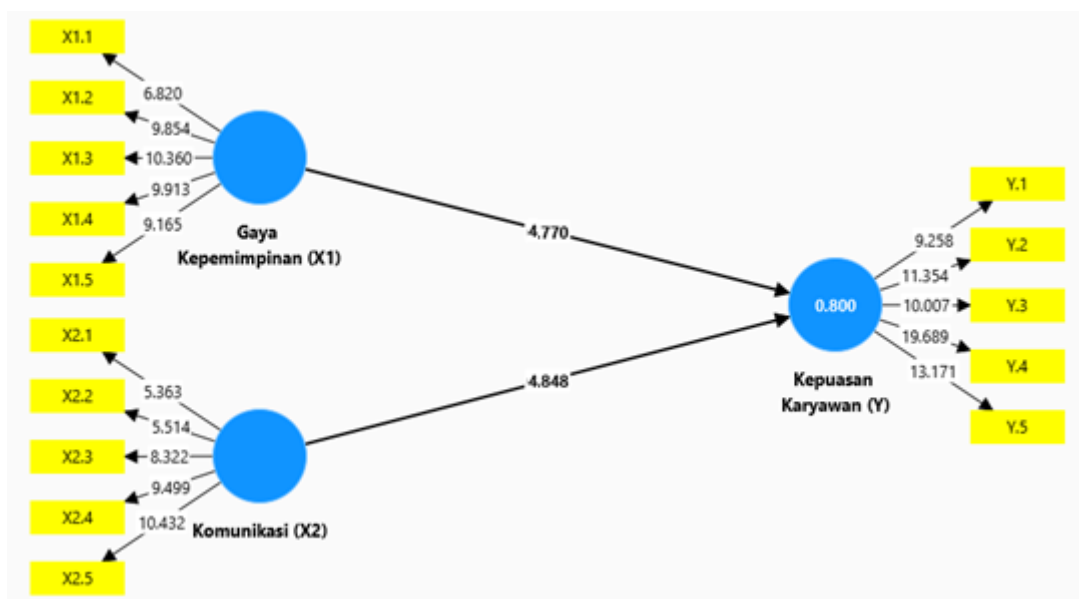
Source: Processed primary data (2025)

Based on Table 4.1 above, it can be seen that the Cronbach Alpha value of the Employee Satisfaction variable (Y) is 0.905, the Leadership Style variable (X1) is 0.837, and the Communication variable (X2) is 0.830. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R²), Predictive Relevance (Q²) and Goodness of Fit Index (GoF) (Hussein, 2015).

Figure 4.2 Structural Model (Inner Model)



R² (R-square) results

In assessing a model using PLS, we begin by looking at the R-square for each dependent latent variable. The results of the r² calculation in this study are as follows:

Table 4.2
Correlation Value (r²)

	R-square	R-square adjusted
Employee Satisfaction (Y)	0.800	0.796

Source: Processed primary data (2025)

Based on the calculation results using bootstrapping in Table 4.14 above, the r² value of the Employee Satisfaction (Y) variable is 0.796, which means that the Employee Satisfaction (Y) variable is influenced by the Leadership Style (X1) and Communication (X2) variables by 79.6%, or in other words, the contribution of the

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Leadership Style (X1) and Communication (X2) variables is 79.6%. This result is in line with various previous studies showing that an effective leadership style and good communication within an organization can increase employee satisfaction. Leaders who are able to provide clear direction, support their subordinates, and create open and effective communication tend to build a more positive work environment. This ultimately contributes to increased employee job satisfaction, which can impact their performance and loyalty to the organization.

Thus, the results of this study emphasize the importance of leaders in creating effective communication systems and implementing appropriate leadership styles to increase employee satisfaction. To gain a more comprehensive understanding, further research could consider other variables that may contribute to employee satisfaction, such as work motivation, work environment, organizational culture, and work-life balance.

Goodness of Fit Model

Goodness of fit calculations can be used to determine the extent of contribution made by exogenous variables to endogenous variables.

$$Q^2 = 1 - (1 - r^2)$$
$$Q^2 = 1 - (1 - 0.796)$$
$$Q^2 = 0.7960$$

Based on the calculation above, the Q-square predictive relevance (Q²) value is 0.7960 or 79.60%. This shows that the diversity of the Employee Satisfaction variable (Y) can be explained by the model as a whole by 0.7960 or it can also be interpreted that the contribution of the Leadership Style (X1) and Communication (X2) variables to the Employee Satisfaction variable (Y) as a whole is 79.60%, while the remaining 20.4% is the contribution of variables not discussed in this study.

The Q² value of 79.60% indicates that the Leadership Style (X1) and Communication (X2) variables as a whole are able to explain 79.60% of the variation in Employee Satisfaction (Y). In other words, the model used in this study has a significant contribution in explaining the factors that influence employee satisfaction. However, there is still 20.4% of the variation in Employee Satisfaction that is not explained by this model. This means that there are other factors that contribute to employee satisfaction but are not discussed in this study.

Thus, the results of this study reinforce the understanding that improvements in leadership and communication can be a key strategy for increasing employee satisfaction. For future research, it is recommended to include other variables that may contribute to employee satisfaction to obtain a more comprehensive picture of the factors influencing job satisfaction in an organization.

Hypothesis Testing

Based on the results of the outer model, all tested hypotheses met the requirements and can therefore be used as analysis models in this study. Hypothesis testing in this study used a 5% alpha, meaning that if the t-statistic value is ≥ 2.048 or the probability value is $\leq$ the level of significance ($\alpha = 5\%$), the probability of deviation is 0.05, and the remaining 95% indicates that the hypothesis can be accepted.

Table 4.3
Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style (X1) -> Employee Satisfaction (Y)	0.442	0.387	0.574	4,770	0.001
Communication (X2) -> Employee Satisfaction (Y)	0.496	0.551	0.585	4,848	0.000

Source: Processed primary data (2025)

Based on Table 4.3, the test results for each hypothesis are as follows:

- Leadership Style (X1) influences Employee Satisfaction (Y)

Based on the test results in Table 4.3, it can be seen that the t-statistic value of the relationship between the Leadership Style variable (X1) and the Employee Satisfaction variable (Y) is 4.770 with a sig. of 0.001. The

test results show that the t -statistic ≤ 1.96 and the sig. value $\geq$ level of significance ($\alpha = 5\%$). Thus, the first hypothesis is accepted that Leadership Style (X_1) has an effect on Employee Satisfaction (Y). Thus, it can be concluded that the first hypothesis is accepted, meaning that Leadership Style (X_1) has a significant effect on Employee Satisfaction (Y). These results indicate that the better the leadership style implemented in an organization, the higher the level of employee satisfaction. These results align with findings from various previous studies. For example, research conducted by Robbins and Judge (2017) found that effective leadership styles, such as transformational and participative leadership, can increase job satisfaction by building trust, motivation, and a sense of belonging in employees. Furthermore, a study by Yukl (2013) also revealed that leaders who are able to build good interpersonal relationships, provide clear direction, and support employee development will create a more satisfying work environment. At the local level, research by Sari (2020) examining cafes in Yogyakarta also found that an open and communicative leadership style significantly contributed to increased employee satisfaction, particularly in the context of the service industry, which relies heavily on human interaction. Thus, the findings of this study not only reinforce previous theories but also provide empirical evidence that, in the context of cafes in Tebing Tinggi City, the leadership style adopted by management plays a significant role in shaping employee job satisfaction levels. Leaders who are able to serve as role models, provide direction, and create a positive work climate will significantly boost employee loyalty and work enthusiasm. This finding is consistent with various leadership theories that state that an effective leadership style can create a more conducive work environment, increase motivation, and strengthen the relationship between leaders and employees. Leaders who are able to provide clear direction, support subordinates, and demonstrate a fair and inspiring attitude tend to increase employee job satisfaction levels. However, although Leadership Style has a significant influence on Employee Satisfaction, other factors such as communication, compensation, work environment, and organizational culture can also contribute to employee satisfaction levels. Therefore, further research may consider additional variables to gain a more comprehensive understanding of the factors influencing employee satisfaction.

b. Communication (X_2) influences Employee Satisfaction (Y)

Based on the test results in Table 4.3, it can be seen that the t -statistic value of the relationship between the Communication variable (X_2) and the Employee Satisfaction variable (Y) is 4.848 with a sig. of 0.000. The test results show that the t -statistic ≤ 1.96 and the sig. value $\geq$ level of significance ($\alpha = 5\%$). Thus, the second hypothesis is accepted that Communication (X_2) has an effect on Employee Satisfaction (Y). Thus, it can be concluded that the second hypothesis is accepted, meaning that communication (X_2) has a significant effect on employee satisfaction (Y). These results indicate that the better the communication within an organization, the higher the level of employee satisfaction. Effective communication within an organization plays a crucial role in creating a conducive work environment. Furthermore, the results of this study are supported by a study by Luthans (2011), which states that open, two-way, and participatory communication can increase trust and a sense of belonging in the organization, which directly impacts job satisfaction. Good communication helps prevent conflict, accelerates problem resolution, and creates a cooperative work climate. More specifically, research by Putri and Wahyuni (2019) in the hospitality sector shows that communication between superiors and subordinates has a major contribution to job satisfaction, especially in service industries such as cafes which rely heavily on teamwork and interpersonal interaction.

Thus, the results of this study reinforce the understanding that communication is not only a means of conveying information, but also a crucial foundation for creating job satisfaction. In the context of a café in Tebing Tinggi City, well-established communication between management and employees can create a more open, respectful, and supportive work environment, thus positively impacting overall employee satisfaction.

CONCLUSION

Based on the analysis and discussion conducted, this study yields several key conclusions regarding the influence of Leadership Style (X_1) and Communication (X_2) on Employee Satisfaction (Y). These conclusions are as follows:

1. Leadership Style (X_1) has a significant effect on Employee Satisfaction (Y). The results of the statistical test show that the t -statistic value is 4.770 with a significance value of 0.001 which is smaller than $\alpha = 5\%$ (0.05). This proves that Leadership Style has a positive and significant effect on Employee Satisfaction. This means that the better the leadership style applied in the organization, the level of employee satisfaction will also increase.

2. Communication (X_2) has a significant effect on Employee Satisfaction (Y). Based on the results of the statistical test, the t-statistic value of 4.848 with a significance value of 0.000 indicates that Communication has a positive and significant effect on Employee Satisfaction. This means that the more effective communication in the organization, the higher the level of employee satisfaction.
3. The contribution of the Leadership Style (X_1) and Communication (X_2) variables to Employee Satisfaction (Y) is 79.6%. The calculation results show that the R^2 value is 0.796, which indicates that 79.6% of the variability in Employee Satisfaction can be explained by Leadership Style and Communication. Meanwhile, the remaining 20.4% is influenced by other factors not discussed in this study, such as the compensation system, work environment, organizational culture, and work-life balance.
4. The research model has good predictive relevance. The Q^2 predictive relevance value of 0.7960 or 79.60% indicates that the model used in this study has good predictive ability in explaining the Employee Satisfaction variable (Y). Thus, this model can be relied upon to understand the factors influencing employee satisfaction in organizations.
5. The practical implications of this research indicate that café managers should improve the quality of leadership and internal communication to maintain employee satisfaction and loyalty.
6. This study still has limitations because it did not consider other variables such as compensation, organizational culture, or workload. Therefore, further research is recommended to include these variables to gain a more comprehensive understanding of the factors influencing employee satisfaction.

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