

Influence Of Servant Leadership, Compensation And Motivation To Organizational Citizenship Behavior On Blooms Coffee & Eatery Surakarta

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Abstract

The objectives of this research are 1) To test and measure the influence of servant leadership on organizational citizenship behavior. (2) to test and measure the effect of compensation on organizational citizenship behavior. (3) to test and measure the influence of motivation on organizational citizenship behavior. This research was conducted on employees of Blooms Coffee & Eatery Surakarta. The population in this research is all employees at Blooms Coffee & Eatery which consists of 3 divisions, namely Server/Waiters, Barista and Kitchen, namely 22 employees. This research was conducted using a saturated sampling method because the employee population was relatively small, namely 22 people. The data analysis method used is multiple linear regression analysis. Based on the results of the analysis, it is known that: (1) Servant leadership has a positive and significant effect on Organizational Citizenship Behavior, (2) Compensation has an effect but is not significant on Organizational Citizenship Behavior, (3). Motivation has a positive and significant effect on Organization Citizenship Behavior.

Keywords: Servant Leadership, Compensation, and Motivation

Introduction

Human resources are people who exist and are involved in an organization or company Gomes (Irwanto & Melinda, 2015). Human resources are a very important factor in a company besides other factors such as capital (Hariandja & Hardiwati, 2002). Fulfilling needs in company activities must pay attention to human resources which are the main key in the company. The quality of human resources or employees determines the success of an organization or company, determined by human resource competency. Competent human resources are really needed by organizations or companies to be able to provide valuable services in an era of technological change and a dynamic environment. (Panjaitan, 2018). An organization or company can be said to be successful in carrying out company functions, depending on the quality of existing human resources (Larson & Luthans, 2006). The success of a company can be seen when employees can work more tasks have been or are willing to complete additional tasks outside of the main tasks that have been determined to achieve organizational effectiveness. (Organ dkk, 2006). According to Mathis dan Jackson (2008) Reveals that the employees role is a positive action, the fulfillment of work or action associated with a state of mind characterized by enthusiasm, dedication and absorption.

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Employees who are able to control and maintain tasks at work , sometimes they feel less stable in their tasks and feel afraid about the future(Mack dkk, 1998).

In indonesia coffee shop is a term for a coffee shop or coffee shop. There are many coffee shops with various concepts such as home style, classic style to modern style (Umamsyah & Hutami, 2020). The coffee shop business has become a promising business for adults . many coffee shop s that are popping up nowadays have a place concept, sales concept (marketing), packaging concept, menu concept, and making the service as attractive as possible with each concept. The potential and constraints of a coffee shop can, among other things, be measured in terms of products, facilities, location, completeness of equipment, human resources (employment) and the existence of competitors (Rasmikayati dkk, 2017). Coffee Shops are now categorized as informal restaurants or places that provide vaious types of coffee and non alcoholic drinks in a relaxed atmosphere, a comfortable place and equipped with various facilities such as music, Tv, reading, internet connection as well as attractive interior design and friendly service . Coffee shops are often used as gathering places or mettings with business partners. Consumers are not only looking for the taste of coffee ,it is not uncommon now for many coffee shops t build a slightly diferrent concept for reasons of customer satisfaction (Herlyana, 2012).

The role of employees in a coffee shop also really needs to be considered in providing service or conveying customer attitudes . Good and harmonious interactions between employees and customers can be formed because of similarities in coting styles or habits, for example, in a coffee shop , customer satisfaction can be formed when customers who like coffee come and ask employess about coffe , and employees can provide answers that match customer expectations, so that a new perception is formed that by visiting the coffe shop, customers get information and quality service besides just being able to buy coffee. (Purwanto, 2021).

Acording to Kusumajati (2014) employees are an asset of the company. Employee contributions to increasing company productivity are needed to improve employee performace. The employeeses contribution to the organization will be higher if the organizaton can provide what the employee desires. OCB can improve organizational performace because this behavior is the social engine in the organization. In other words, with this behavior, social interactions between members of the organization become smoother, reducing the occurrence of disputes and increasing the productivity of these employees.

Results Siu (2022) that the OCB of employees is still weak in implementing howling behavior in providing services. Previous research also revealed that related to the weakness of OCB, where not all workers have the willingness to become volunteers in company activities, and not all are able to make the most of working hours, there are also still workers who are busy with activities outside of their work (Gunawan, 2016). Another study also shows the fact that there are workers who still complain about organizational policies in seeking better changes in the use of attendance systems and procedures in their fields of work (Setiani & Hidayat, 2020).

Employees with a high OCB will increase commitment and productivity within the company and have high expectations to stay within the company (Sugihartoro, 2021). Good performance and relationships between employees in a company will cause organizational citizenship behavior (OCB), which is behavior that exceeds what the company has standardized (Kreitner & Kinicki, 2014). Organizational Citizenship Behavior (OCB) It is an individual behavior that is free and not directly tied to the

reward or reward system and aims to improve the function of the organization effectively. Organizational citizenship behavior (OCB) is behavior that is not included in the employee's work requirements or main duties, so no sanctions are given to employees who do not do, if not done, will not be punished or sanctioned (Purba & Seniati, 2004).

According to Organ (2006) organizational citizenship behavior (OCB) It is defined as the behavior of individuals who have the freedom to choose, which is indirectly or explicitly recognized by the reward system and contributes to the effectiveness and efficiency of the organization's functions. According to Organ (2006) There are aspects that affect organizational citizenship behavior, namely altruism, courtesy, conscientiousness, sportsmanship, civic virtue.

According to Kusumajati (2014) that the low OCB of employees shows that employees work carelessly and do not want to contribute to the organization so that the progress of the organization is disrupted. In addition, research related to OCB has also been carried out (Gunawan, 2016) who found indications of low OCB behavior such as employees not willing to volunteer in the office, not maximizing the use of working hours and the presence of employees who carry out activities unrelated to their work during working hours. According to Astuti et al, (2019) Data was obtained that there were employees who came late for reasons of noon and personal needs, there were employees who did not have the sensitivity to replace their colleagues' duties so that they only focused on their own responsibilities, There were still employees who were unproductive and did not do something according to their duties. The lack of a sense of belonging, and the lack of sensitivity to help colleagues voluntarily make employees ask for dispensation or rewards if they replace or help other colleagues' work, refusing if given additional tasks. If left unchecked, it will have an impact on organizational productivity.

Blooms Coffee & Eatery is a coffee shop that was established on August 19, 2022. Blooms Coffee & Eatery located in Solo Baru is a café that runs in the culinary field. The existing menu is provided as in general, namely providing a variety of food and drinks. This café has an indoor and outdoor place design plus it is equipped with several facilities offered such as wifi, bathrooms, and others. Some customers who have visited Blooms Coffee & Eatery have left reviews such as "The place And the food is quite good, there is a live singing performance. Suitable for gathering family, friends, etc. Steady", "Cafe close to home, comfortable atmosphere, complete menu, prices include cheap places to choose, out door, in door, some non-air-conditioned, some air-conditioned, just choose a parking lot with a large location in the city.

At this time, of course, supporting factors are needed for employee performance in the organization, starting from job satisfaction by employees, organizational commitment owned by each employee, and extra behavior carried out by employees in the company or known as Organizational Citizenship Behavior (OCB).

The results of interviews conducted by researchers to 7 subjects including coffee shop employees in Surakarta in the problem of organizational citizenship behavior (OCB), revealed that most of the individuals or employees have not shown OCB behavior in accordance with the aspects according to Organ (2006).

Of the 7 subjects interviewed, there were 4 subjects who were too busy and only focused on the jobdesk or main job and tended not to help colleagues who had difficulty in completing the target work, so this proves that there is no behavior that is in accordance with the aspect of altruism. Most of the 5 subjects, it is proven that they still

often arrive late so that they are not in accordance with the company's regulations and are not in accordance with the aspect of conscientiousness. Meanwhile, as many as 4 subjects did not pay attention to the atmosphere in the work environment because they rarely exchanged perceptions or got new insights for problem-solving with colleagues. This shows a lack of behavior that corresponds to the courtesy aspect. 4 out of 7 subjects revealed that they often feel tired with busy working hours and crowded consumer visits, and received complaints from colleagues because they felt the same way, so it showed the absence of behavior in accordance with the sportsmanship aspect. All subjects as many as 7 individuals interviewed did not have the motivation to hone soft skills in their respective fields of work and had never participated in various trainings that could support their abilities to benefit the company. This shows the absence of behavior that is in accordance with the aspect of civic virtue. It can be concluded that from the observations conducted by interviews, most of the coffee shop employees in Surakarta who will be the subject of the study have low organizational citizenship behavior (OCB). This shows the absence of behavior that is in accordance with the aspect of civic virtue. It can be concluded that from the observations conducted by interviews, most of the coffee shop employees in Surakarta who will be the subject of the study have low organizational citizenship behavior (OCB).

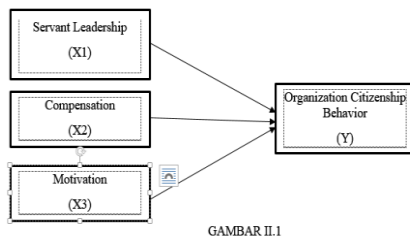
It is hoped that a person has OCB in him so that he can show voluntary behavior outside of the job description that has been set to improve the progress of organizational performance. A person will show a form of expression, loyalty and a high sense of belonging from the members of the organization towards their company (Robbins & Judge, 2008).

The factors that affect OCB according to Organ (2006) are quite complex and interrelated. Among these factors that have a significant impact so that the development needs to be considered are organizational culture and climate, personality and mood (mood), perception of perceived organizational support, perception of the quality of relationships or interactions between superiors and subordinates, working period, gender (gender). According to Borman dan Botowidlo (1997) personality and mood have an influence on the occurrence of OCB behavior individually and in groups. In addition, a person's willingness to help others is also influenced by mood. A positive mood will increase the chances of someone helping others.

In a study conducted by Danendra dan Mujiati (2016) The article entitled "The Influence of Motivation, Compensation and Organizational Commitment on Organizational Citizenship Behavior (OCB)" said that motivation and compensation have an effect on organizational citizenship behavior. This is inversely proportional to the research conducted by Maduningtias (2017) entitled "The Influence of Transformational Leadership, Organizational Commitment and Work Motivation on Organizational Citizenship Behavior" which states that motivation has no effect on Organizational Citizenship Behavior and the research is also supported by research conducted by Md. Rahman (2018) yang berjudul "effect of employee compensation on organizational citizenship behavior" which states that compensation has no effect on organizational citizenship behavior.

Based on the explanation that the researcher can conclude, this study will use the dependent variable Organizational Citizenship behavior under the influence of independent variables consisting of serving leadership, compensation, and motivation in Blooms Coffe & Eatary.

The objectives of this study are: 1) to examine and analyze the influence of serving leadership on organizational citizenship behavior in Blooms Coffee & Eatery. (2) To research and analyze the effect of compensation on organizational citizenship behavior in Blooms Coffe & Eatery. (3) to research and analyze the influence of motivation on organizational citizenship behavior di Blooms Coffe & Eatery.



Hypothesis

H₁ : It is suspected that Serving Leadership has a positive effect on organizational citizenship behavior

H₂ : It is suspected that compensation has a positive effect on organizational citizenship behavior

H₃ : It is suspected that Motivation has a positive effect on Organization Citizenship Behavior.

Method

This study was conducted at Blooms Coffee & Eatery in Surakarta, involving all 22 employees as the research object, with a focus on Organizational Citizenship Behavior (OCB). The research employed a quantitative approach, grounded in the positivist philosophy, targeting specific populations and samples. Using a saturated sampling technique, the entire population of 22 employees was selected as the sample. Primary data were collected through questionnaires and documentation. The data analysis methods included instrument testing, multiple linear regression analysis, model testing, and discussion to interpret the findings comprehensively.

Result And Discussion

1. Test Research Instruments

Based on the test of the research instrument consisting of a validity test and a reliability test, it is known that each valid and reliable question item is eligible for further testing.

2. Multiple Linear Regression Test

Tabel 1 Regression Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6.659	.420		.000
	Kepemimpinan Yang Melayani	.042	.009	.049	.000
	Kompensasi	-1.768	.028	-1.440	.000
	Motivasi	2.485	.028	2.074	.000

Based on the table above, a regression equation can be made as follows:

$$Y = 6,659 + 0,042 X_1 + (-1,768) X_2 + 2,485 X_3 + e$$

While the interpretation of the multiple linear regression equation above is as follows:

1) The constant or magnitude of the level of organizational citizenship behavior is 6.659 if there are no influencing variables (in this case, serving, compensating, and motivating leadership)

2) B1 of 0.042 with a positive relationship direction shows that if the serving leadership increases, it will be followed by an increase in organizational citizenship behavior by 0.42% assuming other independent variables are considered constant.

3) B2 of -1.768 with a negative relationship direction indicates that if the compensation decreases, it will be followed by a decrease in organization citizenship behavior of 176.8% assuming other independent variables are considered constant.

4) B3 of 2.485 with a positive relationship direction shows that if motivation increases, it will be followed by an increase in organizational citizenship behavior by 248.5% with the assumption that other independent variables are considered constant.

3. Test Model

a. Coefficient of Determination

Tabel 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.595	2.84847

Based on the table above, it is influenced by the value of the Adjusted R Square (R²) coefficient of 0.595 or 59.5%,. So it can be concluded that the variables of Organization Citizenship Behavior (Y) are influenced by the variables of Serving Leadership (X1), Compensation (X2), and Motivation (X3) by 59.5% and the remaining 40.5% is caused by other variables that are not included in this study.

b. Uji t

Tabel 2 Test Results t

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6.659	.420		.000
	Kepemimpinan Yang Melayani	.042	.009	.049	.000
	Kompensasi	-1.768	.028	-1.440	.000
	Motivasi	2.485	.028	2.074	.000

a. The Influence of Serving Leadership on Organization Citizenship Behavior

In accordance with the table above, namely the partial test (t-test) shows that the significance value of the leadership that serves (X1) to the Organization Citizenship Behavior (Y) is $0.000 < 0.05$ and the tcal value is $4.725 > t_{table} 2.093$, then H_0 is rejected and H_a is accepted. This means that there is a leadership influence that serves the Organization Citizenship Behavior significantly.

b. Effect of Compensation on Organization Citizenship Behavior In accordance with the table above, namely the partial test (t-test) shows that the significance value of compensation (X2) to Organization Citizenship Behavior (Y) is $0.000 < 0.05$ and the tcal value is $-62.685 < t_{table} 2.093$, then H_{o2} is rejected and H_{a2} is accepted. This means that compensation has an effect but not significantly on Organization Citizenship Behavior.

c. The Effect of Motivation on Organization Citizenship Behavior

In accordance with the table above, namely the partial test (t-test) shows that the significance value of motivation (X3) to Organization Citizenship Behavior (Y) is $0.000 < 0.05$ and the tcal value is $89.073 > t_{table} 2.093$, then H_{o1} is rejected and H_{a1} is accepted. This means that there is a significant influence of motivation on Organization Citizenship Behavior.

d. uji F

Tabel 3 Test Result F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	420.204	3	140.068	3360.868	.000 ^b
	Residual	.750	18	.042		
	Total	420.955	21			

From the table above, it can be seen that the significance values for the influence of serving leadership (X1), compensation (X2), and motivation (X3) on Organization Citizenship Behavior (Y) are $0.000 < 0.05$ and $F_{cal} 3360.868 > F_{table} \text{ value } 3.13$. This proves that H_o was rejected and H_a was accepted. This means that there is a significant influence of serving leadership (X1), compensation (X2), and motivation on Organization Citizenship Behavior (Y).

The results of this study indicate that servant leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB), with a t-value of 4.075 and a significance level of 0.000, which is below the threshold of 0.05, thus supporting the first hypothesis (H1). In contrast, compensation was found to have an effect on OCB, but the effect was not significant. Although the significance value was $0.000 < 0.05$, the t-value was -62.685, which is lower than the t-table value of 2.093, suggesting that compensation does not significantly influence OCB despite having a statistical relationship. Lastly, motivation demonstrated a strong and significant positive influence on OCB, as indicated by a t-value of 89.073 and a significance value of 0.000, thereby supporting the hypothesis that motivation plays a crucial role in enhancing employees' discretionary behavior within the organization.

Conclusions

Based on the results of the study on the influence of servant leadership, compensation, and motivation on organizational citizenship behavior (OCB) at Blooms Coffee & Eatery, it can be concluded that servant leadership and motivation have a positive and significant effect on OCB, while compensation has an effect but is not statistically significant. This indicates that supportive and service-oriented leadership, along with strong employee motivation, contribute to enhancing employees' sense of responsibility, cooperation, and commitment to organizational goals. Although

compensation does not show a significant direct impact, employees remain driven by intrinsic factors such as the desire for personal growth and skill development.

In line with these findings, it is recommended that management strengthen participative leadership practices by clearly communicating organizational goals and involving employees in decision-making processes. Furthermore, the company should review and align employee benefits with expectations to enhance satisfaction and performance. Finally, fostering a positive and supportive work environment is essential to maintain high levels of motivation and promote positive interpersonal relationships among employees

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