THE ROLE OF TRANSFORMASTIONAL LEADERSHIP, HUMAN CAPITAL, AND JOB SATISFACTION IN INFLUENCING ORGANIZAIONAL CITIZENSHIP BEHAVIOR OF VOLUNTEERS AT THE BUDDHIST TZU CHI FOUNDATION

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Abstract

There have been many social foundations in Indonesia in the past few years. The Buddhist Tzu Chi Foundation Indonesia has four humanitarian missions and requires volunteers to give their time, thoughts, and energy to help them achieve their goals. This research was conducted on 62 volunteers in Jakarta, Cikarang, and Bekasi. By using purposive sampling technique and processing using Smart PLS 3.0 to test the hypothesis. The questionnaire results show a positive relationship between transformational leadership, job satisfaction, and organizational citizenship behavior human capital.

Keyword: Organizational Citizenship Behaviour; Transformational Leadership; Human Capital; Job Satisfaction.

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INTRODUCTION

The number of Non-Governmental Organizations (NGOs) is getting higher in several countries, and public awareness to engage in social activities. International agencies are enthusiastic about helping because NGOs are considered a forum that can help people in need effectively and efficiently. Activities are very complex. It requires human resources who can work with a high commitment and voluntarily give their energy and time for the organization's interest.[1] In an organization, the participation of members is vital, and it will contribute to achieving the organization's goals. Organizational Citizenship Behavior, also known as OCB, is defined as a form that is indirectly recognized as something that can help the organization work effectively and efficiently[2]. Employees get a signal that the organization and their superiors value them if they are treated fairly, which significantly affects their citizenship behavior.[3] Organ in Nasra & Heilbrunn describes OCB as a contribution attitude from organizational members in improving matters related to social and psychological factors in helping to increase the effectiveness of the organization's performance. If employees are willing to be deeply involved in the organization's goals, such as taking over the duties of their co-workers and giving them extra time to learn more, it will raise the organization's values.[4]

Studies prove that transformational leadership can have a positive effect on Organizational Citizenship Behavior. As in Aboramadan & Kundi[5], transformational leadership will make employees pay greater attention than transactional leadership. The leader will be tolerant in paying attention to the needs of co-workers, and their organizations do not even hesitate to show their self-actualization so that organizational goals can be achieved optimally.

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[1] L. Salim, S. Sadruddin, dan D. Zakus, "Organizational Commitment in a Health NGO in Pakistan," *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 23, no. 3 (1 September 2012): 584–604, https://doi.org/10.1007/s11266-011-9209-1.

[2] Siti Hidayah dan Harnoto Harnoto, "Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance," *JDM (Jurnal Dinamika Manajemen)* 9, no. 2 (27 September 2018): 170–78, https://doi.org/10.15294/jdm.v9i2.14191.

[3] Robin Bauwens dkk., "Performance management fairness and burnout: implications for organizational citizenship behaviors," *Studies in Higher Education* 44, no. 3 (4 Maret 2019): 584–98, https://doi.org/10.1080/03075079.2017.1389878.

[4] Muhammed Abu Nasra dan Sibylle Heilbrunn, "Transformational Leadership and Organizational Citizenship Behavior in the Arab Educational System in Israel: The Impact of Trust and Job Satisfaction," *Educational Management Administration & Leadership* 44, no. 3 (Mei 2016): 380–96, https://doi.org/10.1177/1741143214549975.

[5] Mohammed Aboramadan dan Yasir Mansoor Kundi, "Does Transformational Leadership Better Predict Work-Related Outcomes Than Transactional Leadership in the NPO Context? Evidence from Italy," *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 31, no. 6 (1 Desember 2020): 1254–67, https://doi.org/10.1007/s11266-020-00278-7.

According to Bass in Eliyana[6], Ma'arif & Muzakki, transformational leadership itself is a leader who can stimulate his subordinates to view leadership from an intellectual perspective because the leader is expected to care for and support his subordinates. Unlike transactional leadership, which will give an award to subordinates who excel and give punishment and warnings to those who do not follow the rules set by the organization.

Recently, human resources have been considered an organizational tool to gain profit and are also considered as valuable assets that must be maintained if the organization can operate adequately. If the organization can continue to increase the value of its human capital, it will increase the value of its investment by providing some training, education, and medical attention. In such ways, human capital improves employees' citizenship behavior.[7] Another thing that is no less important in improving civic behavior is job satisfaction, where job satisfaction is also defined as something that increases a sense of satisfaction in employees because they get an appreciation from their workplace.[8] Every employee has their standards in setting their job satisfaction standards, but some of them feel that if they are allowed to increase their potential and are guided by the right leader, they will most likely have a sense of job satisfaction.[9] In the same article, even Locke writes that job satisfaction results from a person's value if his or her needs are matched. Therefore, organizations and leaders must pay attention to the basic needs of their employees.

Recently, social organizations have continued to develop in line with the needs of society. Non-Governmental Organizations (NGOs) have the characteristics of not seeking economic gain, are voluntary, and are motivated by a moral movement.[10] The Buddhist Tzu Chi Foundation Indonesia, established in Indonesia in 1993, has helped societies in several cities. The Foundation has four missions: charity mission, education mission, health mission, and

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[6] Anis Eliyana, Syamsul Ma'arif, dan Muzakki, "Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance," *European Research on Management and Business Economics* 25, no. 3 (1 September 2019): 144–50, https://doi.org/10.1016/j.iedeen.2019.05.001.

[7] Remi Chukwudi Okeke dkk., "Organizational Citizenship Behaviour, Human Capital Formation and National Development in Nigeria : A Qualitative Research," *Kuwait Chapter of Arabian Journal of Business and Management Review* 33, no. 5589 (November 2017): 1–9, https://doi.org/10.12816/0041750.

[8] Hidayah dan Harnoto, "Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance."

[9] Szymon T. Dziuba, Manuela Ingaldi, dan Marina Zhuravskaya, "Employees' Job Satisfaction and Their Work Performance as Elements Influencing Work Safety," *System Safety: Human - Technical Facility - Environment* 2, no. 1 (1 Maret 2020): 18–25, https://doi.org/10.2478/czoto-2020-0003.

[10] Ari Ganjar Herdiansah, "PERAN ORGANISASI MASYARAKAT (ORMAS) DAN LEMBAGA SWADAYA MASYARAKAT (LSM) DALAM MENOPANG PEMBANGUNAN DI INDONESIA," *Sosioglobal : Jurnal Pemikiran dan Penelitian Sosiologi* 1, no. 1 (14 Desember 2016): 49–67, https://doi.org/10.24198/jsg.v1i1.11185.

humanist culture mission. The volunteers who contribute are an essential asset for this Foundation, and this study will examine the effect of transformational leadership, human capital, job satisfaction on organizational citizenship behavior.

The term transformational leadership was first stated by Downtown in 1973. The relationship between transformational leadership and followers can only occur when superiors and subordinates are jointly committed to having higher motivation than before. Transactional and transformational leadership styles are "exclusive" leadership styles, but transformational leadership can better inspire followers to achieve organizational goals.[11] According to Avolio & Bass in Anthony & Hermans[12], 2020 that transformational leadership is a very high exchange process, not just a simple transaction process, and also not only short-term because there is a leader's desire to develop himself in order to make outstanding contributions to its members. The transformational leader will see each individual as unique. He/she will understand what his/her members need to become better individuals and think of the best ways to develop his members.

A transformational leader can inspire and motivate his/her members, become an agent of positive change who always carries the organization's vision and invites the followers to meet higher targets.[13] Several studies have stated that transformational leadership can cause members to stay.[14] In a study, transformational leadership is an encouragement not only for performance appraisal alone but also to develop its members to improve their intellectual side and transform themselves to become a meaningful part of an organization.[15]

From several leadership characteristics, transformational leadership is considered capable of influencing employees' behavior, such as being willing to change and training their

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[11] Peng Liu, "Transformational Leadership Research in China (2005–2015)," *Chinese Education & Society* 51, no. 5 (3 September 2018): 372–409, https://doi.org/10.1080/10611932.2018.1510690.

[12] F. V. Anthony dan C. a. M. Hermans, "SPIRITUAL DETERMINANTS AND SITUATIONAL CONTINGENCIES OF TRANSFORMATIONAL LEADERSHIP," *Acta Theologica*, 23 Desember 2020, 60–85, https://doi.org/10.18820/23099089/actat.Sup30.3.

[13] Shazia Almas, Fernando Chacón-Fuertes, dan Alfonso Pérez-Muñoz, "Direct and Indirect Effects of Transformational Leadership on Volunteers' Intention to Remain at Non-Profit Organizations," *Psychosocial Intervention* 29, no. 3 (16 Juli 2020): 125–32, https://doi.org/10.5093/pi2020a17.

[14] Nasra dan Heilbrunn, "Transformational Leadership and Organizational Citizenship Behavior in the Arab Educational System in Israel."

[15] Salsabiila Astari Putri, Alif Mirzania, dan Dody Hartanto, "THE IMPORTANCE OF A TRANSFORMATIONAL LEADERSHIP MODEL IN MANAGING ORGANIZATIONAL CULTURE," *Journal of Leadership in Organizations* 2, no. 1 (31 Maret 2020), https://doi.org/10.22146/jlo.49529.

self-development. Eventually, they will help the organization achieve predetermined goals.[16] If all members in the organization can match their vision when carrying out their duties, it will feel lighter and faster. In this case, transformational leadership is needed. Yukl says that leaders who can change circumstances raise the morality and motivation of followers to a higher level. The moral improvement in question includes the process of efforts to achieve social reform of superiors and their followers. They realize that achieving this one is for themselves and the whole system in the organization.

Research by Liu[17] conducted a study of 233 studies on transformational leadership of qualitative and quantitative methods and examined how this leadership pattern could be applied in China. This type of transformational leadership chooses a high level of sensitivity to the culture and work environment. Bass in Liu[18] states that transformational leadership in the Chinese context is seen from the perspective of the moral dimension of the leader. Several hypotheses obtained from the definition of transformational leadership theory above are:

H1: Transformational Leadership affects Human Capital

H2: Transformational Leadership affects Job Satisfaction

H5: Transformational Leadership affects Organizational Citizenship Behaviour

According to Karaca, 2017 humans are the essential factor in socio-economic and political development and affect organizational productivity. Everyone is seeking job satisfaction when carrying out activities for the sake of the organization. For this reason, it is crucial to seek job satisfaction from all members of the organization, not only concerned with financial gain. Superiors will continue to strive for improvements in the methods of development of their members. Therefore, human capital is significant. Leaders must also prioritize the feelings of peace and happiness of their employees because high stress and fatigue only harm performance. Human capital is often used as a suggestion by economic actors in measuring a person's level of productivity and calculating what wages he deserves to be paid. Human capital also has weaknesses because it is challenging to calculate structural inequalities. The scope of this human capital is skills, qualifications, and education levels. However, this has also been developed into

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[16] Ljerka Hajncl dan Dario Vučenović, "Effects of Measures of Emotional Intelligence on the Relationship between Emotional Intelligence and Transformational Leadership," *Psihologijske Teme* 29, no. 1 (28 April 2020): 119–34, https://doi.org/10.31820/pt.29.1.7.

[17] Liu, "Transformational Leadership Research in China (2005–2015)."

[18] Liu.

leadership and change programs.[19] This definition also refers to human cognitive capital, which is considered the most suitable estimator of performance. Knowledge will be momentous for the development of human resources, so the "sending" of knowledge should be on the surface and be used as tacit knowledge. Key ideas, information, and knowledge must be poured into essential documents because they will be rooted in the quality and competitiveness of the organization compared to competitors.[20]

The human capital theory defines that if a company has members with various good skills such as good knowledge, skills, and abilities, it will increase the value of its competitive advantage.[21] A study shows that human capital can maintain the value of an investment through the education system. Some argue that if "human" is added discursively with "capital", it will show capitalism to be a system that can accumulate substantial wealth and be able to distribute this "wealth" fairly. Although human capital discourse in education is considered very important, unfortunately, it is not easy to find it, even though education is considered a meaningful investment in human resources. Education is considered a matter of respecting oneself and one's economic value.[22] An investment based on improving human resource skills both externally and internally can also influence employee attitudes towards superiors and co-workers, which helps to reconcile the work atmosphere.[23] The human capital theory also shows that only formal education, experience, and regular training will increase human resources' ability, skills, and knowledge and improve job performance and work engagement.[24]

Zhang, Bal, Akhtar, Long, Zhang, Y & Ma, Z[25] suggest using a high-performance work system (HPWS) which formulates an increase in employee competence, motivation, and commitment so that the company's performance can be more effective and superior to its

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[19] Eleanore Hickman, "The problems with appointing on merit. A human capital analysis," *Journal of Corporate Law Studies* 21, no. 1 (2 Januari 2021): 109–34, https://doi.org/10.1080/14735970.2020.1844536; Adnan Ozyilmaz, "Hope and Human Capital Enhance Job Engagement to Improve Workplace Outcomes," *Journal of Occupational and Organizational Psychology* 93, no. 1 (2020): 187–214, https://doi.org/10.1111/joop.12289.

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[22] Sam Sellar dan Lew Zipin, "Conjuring optimism in dark times: Education, affect and human capital," *Educational Philosophy and Theory* 51, no. 6 (Mei 2019): 572–86, https://doi.org/10.1080/00131857.2018.1485566.

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[24] Ozyilmaz, "Hope and Human Capital Enhance Job Engagement to Improve Workplace Outcomes."

[25] Junwei Zhang dkk., "High-Performance Work System and Employee Performance: The Mediating Roles of Social Exchange and Thriving and the Moderating Effect of Employee Proactive Personality," *Asia Pacific Journal of Human Resources* 57, no. 3 (2019): 369–95, https://doi.org/10.1111/1744-7941.12199.

competitors. This system can strengthen the relationship between superiors and subordinates and provide feedback because they feel mutually appreciated and increase OCB. Research conducted by Ozyilmaz[26], 2019 on 170 staff in 15 organizations in Turkey found that work involvement positively affects human capital (knowledge approach), where high work involvement also increases performance and OCB, all of which cannot be separated from the role of human resources. Research describes a positive relationship between transformational leadership and human capital.[27] This study describes that knowledge management plays a critical role in the relationship between the two variables. To play an active role in increasing all its members' innovation, learning, and creativity skills. Human capital promotes encouragement from leaders who expect their members to have innovative skills to realize their vision. Companies or organizations commonly use several resources. If physical capital is raw materials converted into goods ready to be sold in the market, then human capital can acquire skills or knowledge. Employees will be willing to increase their self-development because they realize that all high self-qualifications will only increase their income in the future. The human capital theory also has several limitations, i.e., the return of human capital will be difficult to obtain if the training or training provided is too expensive at the beginning, the provision of skills must be adjusted to the abilities of everyone, today's knowledge may not necessarily still be used in the next few years. From the above theory, the hypothesis is obtained:

H3: Human Capital affects Organizational Citizenship Behaviour

The construct of job satisfaction is often juxtaposed with the variables of leadership and citizenship behavior. Job satisfaction includes many vital aspects in an organization, namely cognitive, affective and behavioral aspects. Job satisfaction is also often seen as having a broad impact in the workplace and even in daily life.[28] Job satisfaction is defined as a pleasant feeling and gives a positive expression to one's work experience. Interpersonal relationships in the work environment also support job satisfaction. Things that also support the emergence of job satisfaction are wages, promotions, job security, responsibilities, and appropriate working hours. Extended hours will increase mental fatigue, and eventually, employees will not be able to do

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[26] Ozyilmaz, "Hope and Human Capital Enhance Job Engagement to Improve Workplace Outcomes."

[27] M. Birasnav, S. Rangnekar, dan A. Dalpati, "Transformational leadership and human capital benefits: the role of knowledge management," *Leadership & Organization Development Journal* 32, no. 2 (1 Januari 2011): 106–26, https://doi.org/10.1108/01437731111112962.

[28] Eleonora Topino dkk., "Personality Traits, Workers' Age, and Job Satisfaction: The Moderated Effect of Conscientiousness," *PLOS ONE* 16, no. 7 (26 Juli 2021): e0252275, https://doi.org/10.1371/journal.pone.0252275.

their jobs.[29] Scientists state that job satisfaction is closely related to work productivity, absenteeism, and even the resignation of members who feel uncomfortable with the organization. Several factors determine job satisfaction, i.e., gender, age, salary, working environment conditions, job description. In the gender case, women have lower expectations because their work experience was worse in the past and have higher levels of job satisfaction than men.[30]

In a study on health services, it was found that doctors and health services who have high job satisfaction tend to have low fatigue, can stay at work longer, are less stressed at work, are willing to be directly involved in decision making. Furthermore, vice versa, if the health services have a shared sense of job satisfaction, it will seriously impact the services provided to patients. Patient turnover will be high. If patients receive poor service due to poor job satisfaction of doctors and nurses,[31] this will have a destructive impact on the organization. Someone who tends to have a high sense of self-discipline and thoroughness will push him/herself for high growth and success, be tenacious and motivated to achieve his organizational goals.[32] The hypotheses that can be obtained from this theory are:

H4: Job Satisfaction affects Organizational Citizenship Behaviour

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[29] Kuswantoro Rusca Putra, Tutut Andayani, dan Evi Harwiati Ningrum, "Job Satisfaction and Caring Behavior among Nurses in a Military Hospital: A Cross-Sectional Study," *Journal of Public Health Research* 10, no. 2 (14 April 2021), https://doi.org/10.4081/jphr.2021.2212.

[30] Seunghee Yu dan Chung Choe, "Gender Differences in Job Satisfaction among Disabled Workers," *PLOS ONE* 16, no. 6 (4 Juni 2021): e0252270, https://doi.org/10.1371/journal.pone.0252270.

[31] Emiel J. Stobbe, Peter P. Groenewegen, dan Willemijn Schäfer, "Job satisfaction of general practitioners: a cross-sectional survey in 34 countries," *Human Resources for Health* 19, no. 1 (27 April 2021): 57, https://doi.org/10.1186/s12960-021-00604-0.

[32] Topino dkk., "Personality Traits, Workers' Age, and Job Satisfaction."
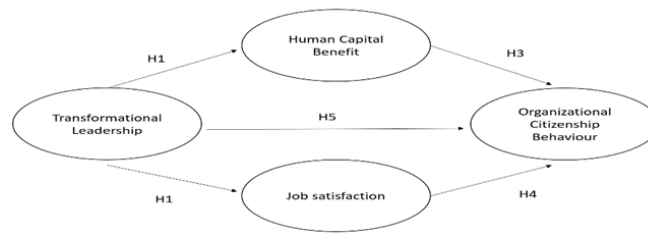
Figure 1. Frame Work

This type of research is explanatory research. A purposive sampling method was applied to obtain samples. Respondents in this study were volunteers who had contributed to the Foundation. In terms of data collection, using a Likert-scale questionnaire distributed to 75 volunteers in the same community and received feedback as many as 62 respondents.

Questionnaire items on latent variable/construct indicators were all measured with a 5-point Likert scale, namely 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. This data analysis used the Structural Equation Modeling method with Partial Least Square (PLS-SEM) in mode A (reflective relationship) between Latent Variables/Constructs and their indicators in the Smart PLS 3.0 application.

RESULT AND DISCUSSION

1. *Measurement Model*

Compared to taking data from those who already know the answers, research is sometimes carried out by throwing questionnaires at targeted groups. In quantitative research, the variables used must be measurable and always open to testing. This study also calculates the Average Variance Extracted (AVE) and factor loadings or outer loadings. In order to meet the validity test criteria, the minimum values for AVE and outer loadings are 0.5 and 0.7. They were testing the validity of using discriminant analysis. The provision in question using the Farnel-Larcker criteria, namely, the AVE root value, must be greater than the relationship between constructs.

Table 1. Evaluation of the measurement model

Constructs and items		outer loading
Organizational Citizenship Behaviour (AVE=0.535; CR=0.851)		
OCB 1	I do the tasks which asked by my boss voluntarily	0.749
OCB 2	I feel motivated by other volunteers to contribute more than should be	0.686
OCB 4	For the sake of the Foundation, I will develop my skills	0.842
OCB 6	I do not hesitate to take responsibility for the benefit of the Foundation	0.659
OCB 9	I will think of the best strategy so that the Foundation's activities can run successfully	0.705
Transformational Leadership (AVE=0.514; CR=0.892)		
TL 1	I feel inspired by my superiors, who always develop me	0.722
TL 2	My boss always makes changes for the development of the Foundation	0.789
TL 3	My boss always holds training for the benefit of my development	0.842
TL 5	My boss always asks about my needs in order to develop myself	0.575
TL 6	The training is held for my benefit	0.567
TL 7	I can see my boss as a very inspirational person	0.714
TL 8	My boss can change my point of view to be more enthusiastic at work	0.872
TL 9	My boss is always the first to do activities	0.579
Human Capital (AVE=0.544; CR=0.904)		

HC 2	I continue to upgrade my skills to be of use to the Foundation	0.767
HC 3	I do not hesitate to ask my boss or other volunteers' opinions to develop my skills	0.801
HC 4	The Foundation holds training regularly	0.805
HC 5	I need the training more often	0.843
HC 6	I feel enthusiastic about every training held by the Foundation	0.744
HC 7	I discuss with superiors and fellow volunteers to create new and valuable activities for the Foundation	0.606
HC 9	I am thinking to update the activities for the societies	0.668
HC 11	I will think what other things that I can give to the Foundation	0.630
Job Satisfaction (AVE= 0.513; CR=0.861)		
JS 4	I value honesty in relationships with other volunteers	0.605
JS 5	To make sure the activities are successful, I am willing to give in to other volunteers if there is an argument	0.626
JS 6	I am willing to help volunteers so that the work can be completed on time	0.830
JS 7	I am willing to come earlier	0.684
JS 10	I am sure the place of activity is comfortable	0.683
JS 11	Foundations have thought of a safe and comfortable environment for volunteers to do the activities	0.835

Note: AVE=Average Variance of Extracted; CR=Composite Reliability; *=significant (two-tailed test, $\varrho < 0.05$).

It can be seen in Table 1, the results of the factor loadings or outer loadings are 0.575 to 0.872. The instrument measurement results are declared valid because the minimum AVE value

is 0.513 > 0.5. The results obtained from the test show that the value of composite reliability and the minimum value of CR is 0.851, so it has met the minimum requirements of 0.6.

Tabel 2. Discriminant Validity

	HC	JS	OCB	TL
HC	0.738			
OCB	0.734	0.590	0.731	
TL	0.677	0.601	0.659	0.717
JS	0.626	0.716		

Source: Data Processing Results (2021)

2. *Structural Model*

The next stage enters the measurement of the structural model or also known as the inner model. The value of R2 is considered important because it can measure the level of variation in any changes that occur in the independent variable to the dependent variable. The higher R2, the better the prediction model is. According to Ghozali and Latan, researchers must also measure the R2 value for each endogenous variable, an R2 value of 0.75 which means the model is strong, 0.5 is moderate, and 0.25 is weak. It can be concluded that the variable of employee creativity is influenced by the variable of employee involvement, employee perceptions of CSR, and ethical leadership by 57.6%, while other variables influence 42.4%. The following are the results of R2 obtained from the results of data processing:

Table 3. Results of Fit Test

Endogenous Construct	R-*Square*
Organizational Citizenship Behavior	0.599

Hypothesis testing where the path coefficient value or inner model shows the level of significance in the test. The hypothesis in this study is the directional hypothesis or also called the directional hypothesis. Then the test is carried out employing a one-tailed test and a significance level of 5%. The hypothesis is supported if the value of t-count is greater than ttable=1.65. The results of hypothesis testing show that all hypotheses are supported because t-count > 1.65 and the path coefficient is positive.

Table 4. Hypothesis test results

| Hypothesis	Path Coefficient	t-count	Decision
H1: Transformational Leadership affects Human Capital	0.677	3.403	supported
H2: Transformational Leadership affects Job Satisfaction	0.601	0.940	unsupported
H3: Human Capital affects Organizational Citizenship Behaviour	0.475	9.844	supported
H4: Job Satisfaction affects Organizational Citizenship Behaviour	0.140	7.955	supported
H5: Transformational Leadership affects Organizational Citizenship Behaviour	0.253	1.518	unsupported

Source: Data Processing Results (2021)
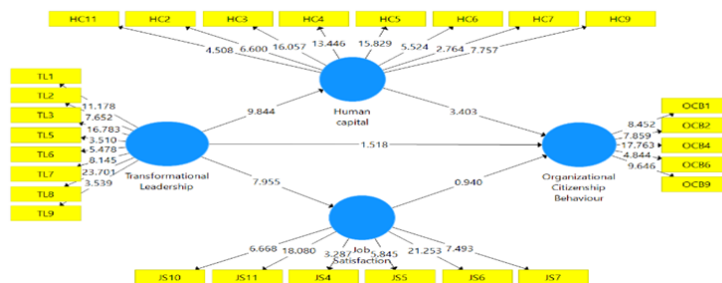
Figure 2. Output SEM PLS

CONCLUSION

The results of data processing were using Smart PLS 3.0. After calculation, Table 4 shows the hypothesis of transformational leadership that positively affects human capital. It also supports previous theories, which there are four main characteristics of a transformational leader, including 1. idealized influence, he will take opportunities and risks for the sake of his followers so that his followers can develop in line with the needs of his organization; 2. Inspirational motivation, leaders can provide motivations that can inspire followers to want to change for the good of themselves and their organization; 3. Intellectual stimulation, the leader challenges his followers to develop intellectual abilities; 4. Individualized Consideration, paying attention to the needs of followers.[33] Human capital is considered an influential asset because it can remember that organizations are like forming a network. Leaders who can bind the best individuals can only realize this construct, so company assets do not dissolve.[34] If it is connected to the world of volunteerism at the Buddhist Tzu Chi Foundation, leaders can support their followers to attend training so that they can develop themselves.

Further hypothesis testing is also supported. Human capital positively affects organizational citizenship behavior because the path coefficient is positive from the data processing results, and the t count is greater than the t table. In previous research, human development in an organization is primarily determined by their sense of belonging to the organization in which they work. Individuals will voluntarily develop themselves by participating in several pieces of training and providing their knowledge and skills to colleagues.[35]

The following hypothesis supported in this study is that job satisfaction has a positive effect on organizational citizenship behavior. The results of testing this hypothesis support the previous theory, Topino which states that if members in the organization have job satisfaction, they can influence their citizenship behavior because it will increase affective, cognitive, and behavior. If someone gets a sense of belonging to his organization, he will maintain his behavior to maintain harmony among co-workers. Job satisfaction is often associated with career

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[33] Tarek A. El Badawy dan Manal Bassiouny, "Employee Engagement as a Mediator Between Transformational Leadership & Intention to Quit," *International Journal of Contemporary Management* 2014, no. Issue 13(2) (17 Juli 2014): 37–50; Hajncl dan Vučenović, "Effects of Measures of Emotional Intelligence on the Relationship between Emotional Intelligence and Transformational Leadership."

[34] Rui Sun, Shuwen Li, dan Wei Liu, "A Congruence Perspective on How Human and Social Capital Affect Learning Capability and Innovation," *PLOS ONE* 15, no. 4 (13 April 2020): e0231504, https://doi.org/10.1371/journal.pone.0231504.

[35] Suteera Detnakarin dan Suthinee Rurkkhum, "Moderating Effect of Perceived Organizational Support on Human Resource Development Practices and Organizational Citizenship Behavior," *Journal of Asia-Pacific Business* 20, no. 3 (3 Juli 2019): 215–34, https://doi.org/10.1080/10599231.2019.1647078.

satisfaction; those who feel valued by their workplace will tend to have a sense of trust in their company, what they have given will be appreciated by their organization.[36] Volunteers at the Buddhist Tzu Chi Foundation will go through several levels of volunteering according to their commitment. The higher their commitment, the more time, thoughts, and energy they will give to the Foundation.

The limitation of this research is the sampling process. The sample was taken using a convenience sampling technique, where the questionnaire was thrown by chance, and respondents who filled it out were willing to fill in. Future research is expected to use the random sampling method because all organization members have the same opportunity. The population in this study is volunteers in West Jakarta, Bekasi, and Cikarang, a wider area, which can be carried out in the future. Another limitation of the statistical analysis process is partial least square-structural equation modeling, which is considered incapable of testing the feasibility of a model. For the subsequent research, it is suggested to use the statistical analysis technique of covariance based-structural equation modeling to test the feasibility of the research model.

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