

# Research on the Incentive Mechanism of Volunteer Activity Participation

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## Abstract

**The development of voluntary service not only needs to expand the scale of volunteers, but also consider how to encourage volunteers in the organization to actively and efficiently participate in voluntary activities initiated by the organization. Based on the background of volunteer service, this paper constructs a brand-new relationship marketing model that includes the four relationship dimensions of reciprocity, altruism, organizational trust, and organizational commitment. It uses questionnaires to collect data and analyzes the relationship between the four relationship dimensions and their relationship. Empirical analysis of the relationship between each and voluntary activities attendance intention. Finally, from the perspective of relationship marketing, suggestions are made to improve the management of volunteers and increase their willingness to participate in volunteer activities.**

## Keywords

**Volunteer Organization; Reciprocity; Altruism; Organizational Trust; Organizational Commitment; Relationship Marketing.**

## 1. Introduction

Volunteer service is another kind of charitable behavior that is different from charitable donations. Volunteers do not take material rewards as the purpose, and voluntarily contribute time, ability and wealth, and the public service provided to the society and others can be called voluntary service [1]. From the much-anticipated volunteers who are familiar with multiple languages at the Beijing Olympics to young college students who go deep into the desolate mountainous area to support education, the ubiquitous active figure of volunteers demonstrates that volunteer service has penetrated into all levels of society and has continuously developed into a social enterprise with a broad mass base. The spirit of helping others has been passed down through the blood of Chinese people for thousands of years. However, with the establishment of the name of "volunteers" as a node, voluntary service in the true sense of our country actually started in the early stage of reform and opening up. Affected by the late start, the capacity of relevant volunteer organizations needs to be strengthened. How to make the cause of voluntary service perfect It is still a problem that needs to be solved urgently.

The research on volunteer service mostly focuses on volunteer service motivation and service management. Wu Luping (2007) based on interviews with young volunteers and pointed out that volunteers' motivations for participation can be divided into traditional motivations (with "responsibility" as the axis), modern motivations (with "development" as the axis) and There are three types of postmodern motivations (with "happiness" as the axis) [2]. Wang Minzhong and Di Tao (2013) constructed an individual voluntary service motivation model based on Maslow's need theory, and pointed out that individuals participating in voluntary service may be motivated by different levels of utilitarian, passive, and happy motivations [3].

In terms of volunteer service management, the United Nations Volunteer Organization has designed a set of Volunteer Recognition mechanism (Volunteer Recognition). This mechanism emphasizes that everyone wants to be appreciated and needs to feel that his work is needed by the team or organization he serves [4]. James and Kathleen (1994) provided comprehensive guidance on volunteer allocation, recruitment, incentives, plan evaluation, etc. from the perspective of volunteer organization managers [5]. Taking into account that the management of volunteer organizations is mainly to manage internal volunteers, and the interests of volunteers are related to the interests of the organization, this article will use relationship marketing theory to study the service management of volunteer organizations to better provide services for volunteers and encourage volunteers to participate in organizational activities.

## 2. Literature Review

### 2.1. Relationship Marketing

The theory of relationship marketing was first proposed by Berry in 1983. He believed that relationship marketing is to improve the quality of the relationship between the organization and stakeholders, and improve customer satisfaction and loyalty, which is as important as the development of new customers [6]. Different from physical marketing, relationship marketing often exchanges non-physical objects such as feelings, promises, and trust. Relationship marketing lasts for a long time, and pays more attention to the mutual benefit of both parties, and has the characteristics of non-immediate returns.

Relationship marketing has proven to shine in the business sector and play an important role in influencing consumer behavior. Morgan and Hunts (1994) pointed out that relationship marketing can promote stronger customer relationships, thereby achieving customer loyalty and triggering an increase in seller performance, such as an increase in sales and an increase in profits [7]. With the continuous development of relationship marketing research, the discussion on the applicable fields of relationship marketing has diverged. Sheth (2000) believes that the field of relationship marketing should be limited to those collaborative marketing activities dedicated to meeting customer needs [8]. Contrary to this view, many scholars believe that relationship marketing involves a wide range of stakeholders, not only for profit organizations, but also for non-profit organizations. Roger and Anna (2005) pointed out that good relationship marketing can encourage beneficiaries to want to recommend charities to others and actively participate in word-of-mouth communication [9].

On the other hand, most studies believe that the effect of relationship marketing is affected by trust, commitment, reciprocity and relationship quality. Palmatier (2006) pointed out that trust and commitment are key indicators of relationship marketing [10]. Kim and Trail (2011) constructed a club relationship marketing model from the five relationship dimensions of trust, commitment, intimacy, self-relation, and reciprocity [11]. Based on the current development of voluntary services in my country, this article uses relationship marketing theory to construct a model of influencing factors of willingness to participate in voluntary activities within volunteer organizations.

### 2.2. Organizational Trust

The trust in the relationship marketing model refers to organizational trust, which describes an atmosphere in the organization, that is, a subjective evaluation of the safety and friendliness of the organization environment by employees [12]. Cui Xun et al. (2003) empirical analysis found that organizational trust has a significant negative predictive effect on turnover intention [13]. Cheng Zhenyu (2013) found that network interaction under social networks will affect consumers' purchase intentions through trust guarantee mechanisms [14].

A core issue of organizational trust is the determination of trust characteristics. Mayer et al. (1995) summarized the literature related to trust from 1953 to 1995 and proposed a trust construction model. The model divides trust into three parts: the trust tendency of the trustee, the situational risk and the characteristics of the trustee. Among them, the measurement indicators of the characteristics of the trusted person are kindness, honesty and ability [15]. On this basis, McNight et al. (2002) selected 11 trust factors widely recognized by scholars, and these trust factors can be combined into three categories: goodwill, honesty and ability [16].

Considering that the attitudes and behaviors of volunteers participating in voluntary activities and the work attitudes and behaviors of organizational employees are similar, this article chooses organizational trust as one of the key indicators of relationship marketing in the context of voluntary service, and measures volunteers from the three dimensions of honesty, ability, and goodwill. The attitude of the author towards volunteer organizations.

### 2.3. Organizational Commitment

Organizational commitment reflects employees' recognition, participation, and loyalty to organizational values. It is intuitively expressed as a psychological phenomenon in which members are willing to stay in the organization and work for the organization while recognizing the organization's goals. This theory was first formally put forward by American sociologist Becker in 1960 [17]. Meyer and Allen (1990) proposed a famous three-factor organizational commitment model based on previous studies, that is, organizational commitment is composed of emotional commitment, continuous commitment and normative commitment [18].

Similar to organizational trust, organizational commitment has a significant relationship with organizational employee behavior. Thatcher et al. (2002) found a negative correlation between organizational commitment and turnover intention by investigating IT employees in the US public sector [19]. Although a volunteer organization is a non-profit organization, it still belongs to the category of social organizations. The level of commitment of the internal members of the organization—volunteers to the organization can reflect the degree of relationship between the two. Therefore, this article regards organizational commitment as voluntary service. Another key indicator in the context of the relationship marketing model.

### 2.4. Reciprocity

The essence of reciprocity is a social exchange relationship, which plays an important role in all aspects of human social life. Fundamentally speaking, the implied norm of reciprocity is the requirement to repay the other party's goodwill behavior [20]. In human society, when an individual gives a certain amount of tangible help or intangible favor to others, it is normal to hope that he can get corresponding rewards in the present or in the future. In addition, reciprocity is also considered to be an important barrier to social stability, always acting as a gas station for relationship exchange. In the growth and protection of relationships, reciprocity plays an irreplaceable role.

Reciprocity helps to create a good atmosphere between the two parties in the relationship, making mutual communication and cooperation more harmonious. Reciprocity can increase the level of trust and commitment between relationship exchange partners and play an important role in enhancing the fairness of transactions. In particular, the strong reciprocity theory, one of the branches of reciprocity theory, believes that in order to maintain fairness and justice, human behavior can transcend "self-interested" motives [21]. It can be considered that reciprocity has an obvious altruistic nature and contains factors to help others. Based on the above viewpoints, this article incorporates reciprocity as a key indicator into the relationship marketing model of voluntary organizations.

## 2.5. Altruism

"Altruism" was first introduced into ethics by the social philosopher Comte to express one's selfless behavior towards others. He believes that the individual's own motives are also beneficial to his motives. Scholars continue to explore the areas of altruism in charitable donations, volunteer activities, and medical trials. The research of Ribar and Wilhelm (2002) shows that altruistic motivation and motivation based on inner pleasure are the two main motivations for individuals to participate in charitable donation activities [22]. Ryu et al. (2020) found that in the early stage of crowdfunding, in order to better attract funders with selfless motives, project descriptions should highlight altruism [23].

On the other hand, the research results of many scholars reflect that altruism is closely related to individual pro-social behavior, which is closely related to the process of social exchange. For example, Trivers (1984) proposed a kind of reciprocal altruism, which believed that the expectation of rewards from the other party is to implement altruistic behavior. Motivation [24]. Inspired by this view, Olsen et al. (2020) empirical research found that altruism and self-interest are the two main motivations for participating in clinical trials [25]. The research of Yao and Enright (2020) shows that altruism can stimulate pro-social attitudes, thereby affecting people's pro-social behaviors, and then improving pro-social self-efficacy [26]. Therefore, considering the charitable nature of voluntary service and the social nature of voluntary organizations, this article intends to explore the role of individual altruistic characteristics in the relationship of voluntary organizations.

## 3. Theoretical Models

### 3.1. Reciprocity and Voluntary Activities Attendance Intention

Reciprocity means that the exchanges and contributions between organizations and individuals are mutual. Individuals can get a relatively fair return while paying, and their current contributions can meet their current or future needs. Reciprocity in relationship marketing is mainly embodied in three ways: special treatment, material rewards and contact communication. Combined with the non-profit background of volunteer service, the reciprocity of this article is mainly reflected in two aspects of special treatment and contact communication. The specific manifestation is that volunteer organizations increase the degree of attention to volunteers who actively participate in volunteer activities by issuing honorary titles and praise in the group. .

The most important link in a reciprocal exchange relationship is fairness and balance. When the two parties of the reciprocal exchange perceive that the relationship between the two is fair and balanced, it will increase consumer satisfaction and loyalty, prompting them to make more purchases with a larger amount of money. In the field of consumer behavior, Chan and Li (2010) found that the concept of consumer reciprocity is significantly related to consumer behavior intentions [27]. Therefore, we believe that in volunteer activities, if volunteers have a stronger sense of reciprocity, volunteers are more willing to obey the organization's arrangements and participate in voluntary activities provided by the organization. Based on this, this article proposes the following hypotheses:

Hypothesis 1: Reciprocity will positively affect voluntary activities attendance intention.

### 3.2. Altruism and Voluntary Activities Attendance Intention

Altruism has always been regarded as one of the main motivations for charitable donations. People with a strong sense of altruism pay more attention to the well-being of others than ordinary people, and are willing to help others while not overly concerned about personal gains and losses in order to be satisfied. When studying the relationship between altruistic motivation and donation, Andreoni (2006) found a positive correlation between the two [28].

Therefore, we believe that, similar to donors with altruistic motives, in voluntary service activities, altruists will also take helping others as a responsibility and actively participate in voluntary activities initiated by the organization. Based on this, we propose the following hypothesis:

Hypothesis 2: Altruism will positively affect voluntary activities attendance intention.

### **3.3. Organizational Trust and Voluntary Activities Attendance Intention**

In the commercial field, trust has an important influence on consumer attitudes and purchasing behavior. In the field of charitable donations, scholars have studied the influence of trust on individuals' willingness to participate. Shi Guoliang (2014) research results show that trust affects the credibility of charitable organizations and can promote people to better participate in charity [29]. Although volunteers are different from ordinary consumers and property donors, they spend their own time and energy and other intangible assets, but there is still a special relationship between them and voluntary organizations. We believe that volunteers trust the organization. The degree will affect their attitude towards participation in voluntary activities initiated by the organization. The higher the degree of trust in the organization, the higher the willingness of volunteers to participate in voluntary activities. Based on this, this article proposes the following hypotheses:

Hypothesis 3: Organizational trust will positively affect voluntary activities attendance intention.

### **3.4. Organizational Commitment and Voluntary Activities Attendance Intention**

Similar to organizational trust, organizational commitment has also been seen as an important part of relationship marketing for a long time. Commitment not only directly affects the stability of the cooperative relationship and determines the direction of the relationship between the two parties, but also has an important impact on the behavior of the two parties in the relationship. In the field of Internet social interaction, the research results of Xiong Gan and Xia Huosong (2014) show that organizational commitment based on needs, emotions, and responsibility will have a positive impact on users' posting/browsing and other knowledge sharing behaviors [30]. In the relationship between voluntary organizations, we believe that organizational commitments will still directly affect the direction of the relationship between volunteers and organizations, and in turn affect volunteers' enthusiasm for participating in voluntary activities initiated by the organization. Based on this, this article proposes the following hypotheses:

Hypothesis 4: Organizational commitment will positively affect voluntary activities attendance intention.

### **3.5. Reciprocity and Organizational Trust, Organizational Commitment**

Reciprocity plays an important role in helping consumers and relationship exchange partners build trust and commitment, and enhancing transaction fairness [31]. Kovacs and Willinger (2009) studied the influence of reciprocity on trust with investment games as the object. He found that the higher the reciprocity, the higher the trust [32]. Pervan (2009) pointed out that reciprocity is the main stable criterion of relationship marketing, and reciprocity has a significant positive correlation with trust and commitment [33]. At the same time, reciprocity is accompanied by a sense of obligation to accept and return favors. In the context of voluntary service, we believe that volunteers with a high sense of reciprocity are more likely to exist and continue to develop a potential desire, that is, to maintain a valuable, balanced and stable relationship with the organization. In addition, volunteers with a higher sense of reciprocity are more likely to have a high sense of obligation to voluntary organizations, which in turn will

generate higher organizational trust and organizational commitments. Based on this, put forward:

Hypothesis 5: Reciprocity will positively affect organizational trust.

Hypothesis 6: Reciprocity will positively affect organizational commitment.

### **3.6. Altruism and Organizational Trust, Organizational Commitment**

The relationship between altruism and organizational trust and organizational commitment can be developed from both psychology and sociology. We would praise a person who often helps others has an altruistic "tendency", then can we think that this kind of altruistic "tendency" is more likely to believe in others, and more likely to show loyalty to the organization where he works, and do What about making a promise? Or conversely, is it because these people have the personal qualities of believing in others and being loyal to the organization, so they are more willing to help others? McAllister (1995) pointed out from a psychological point of view that altruism has a significant positive correlation with personal trust tendencies, and people with strong altruism are more willing to trust others [34]. Nurzanna (2019) took teachers as the research object and found that altruism has a significant positive correlation with emotional commitment [35]. Ricardo (2019) obtained altruism and internal control sources can enhance participants' trust in crowdfunding projects, which in turn affects individuals' willingness to participate [36]. Since charitable activities and voluntary services are of a public welfare nature, schools and voluntary organizations are both non-profit organizations. Therefore, we believe that volunteers with strong altruistic tendencies in the context of voluntary services are more willing to show trust and make commitments to the organization. The following two assumptions:

Hypothesis 7: Altruism will positively affect organizational trust.

Hypothesis 8: Altruism will positively affect organizational commitment.

### **3.7. The Intermediary Effect of Organizational Trust and Organizational Commitment**

For consumers with the concept of reciprocity, especially equivalence and reciprocity, the most important thing to maintain the existing reciprocal exchange relationship is to make them feel fair, reliable and balanced. A good reciprocal exchange relationship shows that one party has a potential expectation of the other party, and trust has a positive effect on this potential expectation, that is, when both parties think that the exchange partner is excellent and reliable, he will have enthusiasm Respond favorably to partners. Magnusen et al. (2012) found that trust plays a mediating role between reciprocity and participation in sports consumption [37]. Therefore, we believe that the closer the reciprocal relationship between volunteers and volunteer organizations, the higher their trust in the organization and the more active participation in organizational activities. Based on this, this article proposes the following hypotheses:

Hypothesis 9: Organizational trust will mediate the relationship between reciprocity and voluntary activities attendance intention.

In addition, when studying how altruism affects volunteers' willingness to participate in volunteer activities, organizational trust should also be regarded as an important factor. Volunteers' past altruistic behaviors will make them more likely to have a higher level of trust in volunteer organizations and voluntary activities initiated by organizations, and this trust will in turn affect volunteers' willingness to participate in subsequent voluntary activities. Lee et al. (2019) pointed out that altruism will increase people's willingness to participate in AI technology improvement experiments free of charge under the intermediary effect of trust [38]. Based on this, put forward:

Hypothesis 10: Organizational trust will mediate the relationship between altruism and voluntary activities attendance intention.

In the existing research on how reciprocity affects volunteers' willingness to participate in voluntary activities, organizational commitment is often regarded as an important factor. Tan Yanliang (2014) pointed out that promises play an intermediary role between reciprocity and participation in sports consumption. Past benefits will prompt consumers to make promises, and promises will further affect consumers' purchasing behavior [39]. Combined with the background of volunteer activities, when the individual makes a commitment, he has already obtained greater benefits in the relationship between the two parties (may be spiritual encouragement, social recognition, or enrichment of personal experience, etc.), so based on past experience of benefits, They will promise to work actively so that they can get the next opportunity to benefit. Based on this, we propose the following hypothesis:

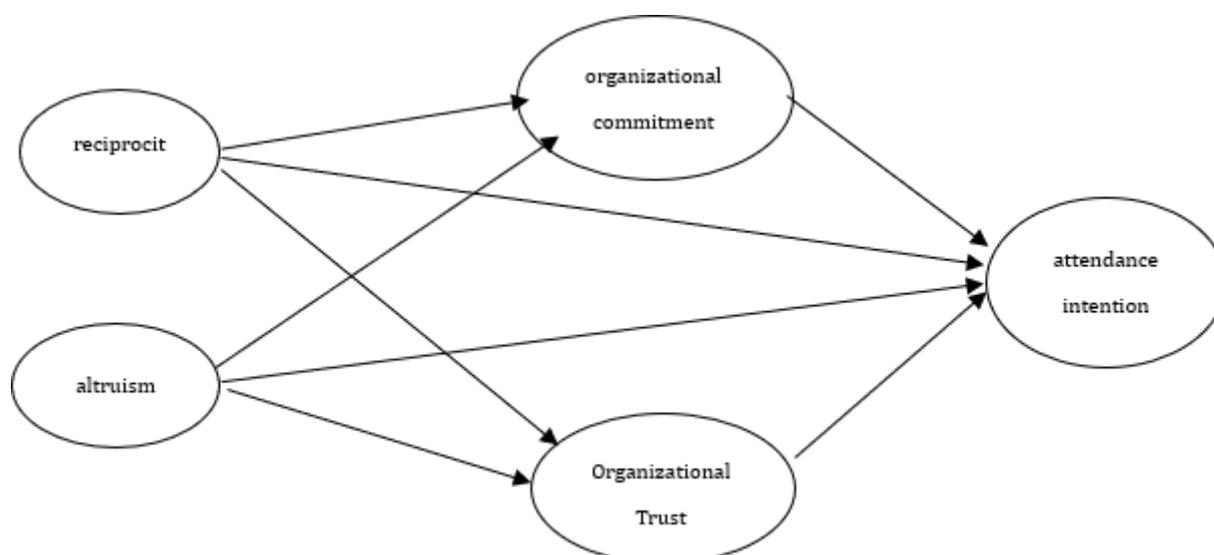
Hypothesis 11: Organizational commitment will mediate the relationship between reciprocity and voluntary activities attendance intention.

Volunteer's altruistic behavior reflects the volunteer's previous degree of altruism, which is a relatively independent individual variable, and may not directly affect his behavior in the current volunteer organization, but will generate willingness to participate in voluntary activities through other intermediary variables. influences. Li Xianyin et al. (2018) pointed out that organizational commitment can be used as a link between employees and organizations, and it plays an important intermediary role between individual variables and organizational variables [40]. In the context of volunteer service, volunteers' autonomous altruistic behavior is highly consistent with the goals of volunteer organizations, and they are all actively helping others. This indicates that volunteers who frequently help others are more likely to identify with their volunteer organization and make commitments to it, and this consistency of goals will have a positive impact on volunteers' willingness to participate in subsequent volunteer activities. Based on this, put forward:

Hypothesis 12: Organizational trust will mediate the relationship between altruism and voluntary activities attendance intention.

### 3.8. Relationship Marketing Theory Model Based on Volunteer Service

Based on the above viewpoints, this paper constructs a volunteer service relationship marketing model consisting of four relationship dimensions: reciprocity, altruism, organizational trust, and organizational commitment, as shown in Figure 1.



**Figure 1.** Volunteer service relationship marketing model

## 4. Research Methods

### 4.1. Sample Collection

This research mainly conducted a questionnaire survey on the main body of volunteers in my country, namely college students and young people. The author designs the questionnaire on the basis of previous domestic and foreign research, and after the preliminary design of the questionnaire is completed, 100 college students or graduate students are selected to conduct a pre-questionnaire survey at Xidian University in Shaanxi Province. The official questionnaire was distributed in July 2020 and will be returned before October 2002. A total of 350 questionnaires were issued, and 310 were actually recovered, with a recovery rate of 88.6%. Afterwards, the returned questionnaires were screened, and the questionnaires that were screened out mainly included two kinds of question options that were basically the same and the answering time was less than 90s. In the end, 260 valid questionnaires were obtained, with an effective rate of 83%.

### 4.2. Variable Measurement

The variables in this study include three types of dependent variables, independent variables and intermediary variables. All variables are measured using a 5-level index measurement method. The measurement of each variable is based on the existing research literature, combined with the background of volunteer service, and strive to use mature and effective indicators for measurement.

#### 4.2.1. Measurement of Dependent Variable

The voluntary activities attendance intention is mainly based on the sports consumption participation willingness scale proposed by Magnusen (2012) and combined with the purchase willingness scale. It mainly contains 4 questions.

#### 4.2.2. Independent Variable Measurement

Independent variables include reciprocity and altruism. Among them, the reciprocity measurement scale is mainly based on the research of Magnusen (2012), etc. It belongs to the equivalent reciprocity mentioned by Sahlins, which refers to the immediacy of feedback and the equivalent of the resources that exist between actors. The reciprocal relationship with sex and mutual benefit as the main feature has four questions.

The Altruistic Measurement Scale was developed in 1997 and then widely adopted, and adjusted several questions based on the Chinese situation (such as changing "I pushed a car for others" to "I have let others use my Bicycle"), and finally set up 20 questions.

#### 4.2.3. Intermediary Variable Measurement

The intermediary variables in this article include commitment and trust. Among them, the measurement of commitment draws on the research of Harvir et al., which divides commitment into three dimensions: emotional commitment, continuous commitment and normative commitment, and contains 17 questions in total.

The trust measurement scale is based on Morgan's research and divides trust into three dimensions: competence trust, honest trust and good faith trust, and contains 10 questions in total.

## 5. Data Analysis

The hypothesis test in this study is mainly completed by the Bootstrap method provided by Smart PLS software. After the model is drawn successfully, import the collected data into the software and run it. The results are shown in Table 1.

**Table 1.** Path coefficient

	Initial sample	Sample mean	Standard deviation	T ( O/STDEV)	P
reciprocity → attendance intention	0.162	0.186	0.075	2.162	0.031
altruism → attendance intention	0.097	0.088	0.047	2.058	0.041
trust → attendance intention	0.237	0.234	0.080	2.952	0.003
commitment → attendance intention	0.475	0.487	0.075	6.370	0.000
reciprocity → trust	0.310	0.303	0.099	3.114	0.002
reciprocity → commitment	0.222	0.218	0.086	2.584	0.010
altruism → trust	0.242	0.255	0.049	4.920	0.000
altruism → commitment	0.384	0.403	0.039	9.867	0.000

It can be seen from Table 1 that the eight paths in the model are all significant. This proves that reciprocity, altruism, organizational trust and organizational commitment will positively affect the voluntary activities attendance intention; reciprocity has a positive impact on organizational trust and organizational commitment; altruism has a positive impact on organizational trust and organizational commitment.

The mediating effect of organizational trust and organizational commitment can also use the Bootstrap method provided by SmartPLS software, that is, the self-service method. The specific indirect effects of the two variables are shown in Table 2. Since the T statistics of the three paths are all greater than 1.96, and the P value is less than 0.05, it proves that organizational trust is an intermediate variable between reciprocity and voluntary activities attendance intention; organizational trust is an intermediate variable between altruism and voluntary activities attendance intention; Organizational commitment is a mediating variable between reciprocity and voluntary activities attendance intention.

**Table 2.** Specific indirect effects

	Initial sample	Sample mean	Standard deviation	T ( O/STDEV)	P
reciprocity → trust → attendance intention	0.073	0.071	0.035	2.118	0.035
reciprocity → commitment → attendance intention	0.103	0.106	0.044	2.407	0.017
altruism → trust → attendance intention	0.057	0.060	0.026	2.243	0.026
altruism → commitment → attendance intention	0.182	0.196	0.037	4.926	0.000

## 6. Analysis and Discussion

Based on the theoretical analysis of previous research experience, this paper puts forward 12 core hypotheses around the main idea of "how to enhance volunteer participation in volunteer activities from the perspective of relationship marketing". Combined with the background and research status of China's volunteer service industry, a measurement scale and questionnaire for related variables such as reciprocity and altruism have been designed. Furthermore, the data needed for empirical analysis is obtained after the steps of pre-investigation and formal investigation. Finally, the reliability and validity of the obtained data were tested, the hypothesis was verified by SmartPLS software, and the corresponding conclusions were obtained. The details are as follows: (1) Reciprocity has a significant positive impact on the willingness to participate in volunteer activities, and reciprocity has a significant positive impact on both organizational trust and organizational commitment. (2) Altruism has a significant positive impact on the willingness to participate in volunteer activities, and altruism has a significant positive impact on organizational trust and organizational commitment. (3) Organizational trust has a significant positive impact on willingness to participate in

volunteer activities, and organizational trust is a mediating variable of reciprocity to willingness to participate in volunteer activities, and it is also a mediating variable of altruism to willingness to participate in volunteer activities. ④Organizational commitment has a significant positive impact on volunteer activity participation willingness, and organizational commitment is an intermediary variable of reciprocity to volunteer activity participation willingness.

The contribution of this article is mainly reflected in the following aspects: ①Try to explore how to improve volunteers' willingness to participate in volunteer activities from the perspective of relationship marketing. It can be seen from the conclusion that volunteer organizations should attach importance to the role of reciprocity in relationship marketing. In practice, they should try their best to make volunteers feel the norms of reciprocity distributed by the organization, so as to improve volunteers' satisfaction with the organization. At the same time, volunteer organizations should see the important role played by organizational trust and organizational commitment, and build a good image of reliability and love through practical actions, so as to strengthen volunteers' trust in the organization and cultivate volunteers' organizational commitment. In addition, society should pay attention to the cultivation of personal altruism, and should further lower the threshold for participation in public welfare undertakings and increase the publicity of charity undertakings, so that more people have the opportunity to contact public welfare undertakings, and these volunteer activities will in turn cultivate Personal altruism ultimately enhances the public's goodwill towards voluntary service. ②Combined with the background of volunteer service, constructed a brand-new relationship marketing model, especially by adding altruism to the model, perfecting the related research in the two fields of relationship marketing and volunteer service.

This research also needs to be extended from the following aspects: ① From the previous research literature, it can be seen that the three dimensions of organizational commitment and the three dimensions of organizational trust play different roles in different contexts. Although this article focuses on these two variables The dimensions are divided and given appropriate item indicators for each dimension, but the main purpose is to make the measurement of organizational trust and organizational commitment more comprehensive and scientific, and does not discuss the role of different dimensional variables. ②Other factors at the social level, such as the atmosphere of social charity, will also directly or modulate the behavior and willingness of volunteers to participate in voluntary activities. Therefore, further research should analyze the effects of these factors to improve volunteer activities. The willingness to participate provides a richer explanation.

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