

# *A Study on the Internal Guarantee and Incentive Mechanism of College Volunteers*

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**Abstract:** Based on the status of volunteer service activities among college students in the 2022 Winter Olympics, this study uses SPSS analysis, meta-analysis, and questionnaire survey methods to explore the correlation between intrinsic motivational factors in volunteer service and volunteer behavior. In summary, the new security incentives can incorporate intrinsic incentives as the main security incentives, supplemented by certain material security incentives.

## **1. Motivation and Its Research Significance.**

### **1.1 The intrinsic motivation of volunteer service**

definition of 'intrinsic motivation' refers to: 'mobilizing employees' work enthusiasm through certain factors that the work itself can provide.'[1]

### **1.2 The significance of studying intrinsic motivational factors**

External incentives can have a temporary positive effect, but in the long run, it is necessary to mobilize the enthusiasm of volunteers themselves and support their sustained volunteer behavior by satisfying their spiritual and emotional pursuits.

## **2. Analysis of the Current Situation of Volunteer Service in Two Colleges and Universities**

### **2.1 Analysis of volunteer service issues**

At present, the trend of volunteer service development in China is good. As for the 2022 Winter Olympics, according to statistics, the cumulative number of volunteers on duty has reached 200000, of which more than 90% are young people under the age of 35, and college students have the largest proportion, making them the main force of volunteer service for the Winter Olympics. Despite the continuous improvement of China's volunteer service system, there are still many problems with university volunteering due to various factors, mainly reflected in the following aspects:

### **2.1.1 The volunteer service rate is decreasing, and the proportion of volunteers who fail to fulfill their obligations and are not on duty is increasing**

Chinese scholar Xu Huixia believes that youth volunteer service has not been internalized as a long-term conscious behavior of college students, and the service process focuses too much on form. [2] Scholar Wang Zhenyou believes that the quality of young volunteers still needs to be improved.[3]After investigation, it was found that due to the lack of social experience and the need to improve the abilities of university volunteers, the level of volunteer services they can provide is limited, resulting in a continuous decline in the enthusiasm and consciousness of volunteers to participate in volunteer activities. The failure to comply with regulations, attendance rates, and attendance rates are also increasing.

### **2.1.2 Problems in the construction of volunteer service organizations result in low sustainability of volunteer services**

(1) There are problems with unclear management methods and unclear organizational structure in volunteer organizations.

If some volunteer service organizations lack experience in project implementation and a fixed venue for project implementation, volunteer service activities are superficial, rigid in form, fragmented, and fragmented, resulting in a poor sense of volunteer participation. When evaluating the value of self volunteer service, it is greatly discounted, resulting in weak sustainability of subsequent participation;

(2) Some volunteer service organizations have problems with incomplete procedures and unreliable sources when screening, selecting, and confirming the list of volunteers.

In today's widespread volunteer activities, many organizations, in order to save time and effort, do not consider the characteristics of volunteers themselves, and blindly recruit a large number of volunteers without selection. This often leads to a large number of enthusiastic volunteers not receiving a good experience and sense of participation in volunteer activities, which undermines the enthusiasm of volunteers and is not conducive to the continuous development of volunteer service work;

(3) In terms of volunteer training, some volunteer service organizations have overly rigid management models.

The number of university volunteers is relatively large, but due to the fact that the work of most volunteer organizations is not linked to performance, there is insufficient supervision during the organization of volunteer activities. Some volunteers have a mentality of luck, resulting in an increase in the failure rate of volunteer services;

(4) Some volunteer service activity organizers view volunteers as contributors and overlook their subjective feelings, leading to further loss of volunteers.

### **2.1.3 The establishment of internal incentive and guarantee mechanisms within the volunteer system is not perfect enough**

(1) In relevant domestic proposals, it is pointed out that the incentive mechanism for volunteer service is not sound.

Volunteer service funds mainly rely on government funding and corporate donations, with relatively insufficient funding, resulting in inadequate pre employment professional training, low standardization of volunteer service, and insufficient legal protection, which restricts the development of volunteer service. Related proposals and suggestions are proposed to accelerate the construction of China's volunteer service guarantee system and promote the high-quality development of volunteer service.

(2) The volunteer management model needs to be improved.

In today's volunteer organizations, the common management model is hierarchical management, which involves delegating tasks from the organization to lower levels. Ordinary volunteers can only perform tasks as labor and cannot participate in the core work of volunteer activities. This not only leads to the rigidity of the volunteer model, but also weakens the fairness of the source activity itself.

(3) The incentive and protection mechanism has significant limitations.

At present, the incentive mechanism for university volunteers is only limited to external forms of material rewards such as credit rewards and food supply, and lacks effective attention to internal incentives.

## 2.2 Analysis of research status at home and abroad

### 2.2.1 Current research status abroad

The research on volunteer service in foreign countries started early and has yielded fruitful results. At present, there have been studies abroad on the cultivation of spiritual motivation in volunteer service, which have clearly defined and studied the connotation, value, development mode, path, etc. of the cultivation of spiritual motivation in volunteer service, and have a full understanding and comprehension of the connotation of the spirit of volunteer service. Regarding the importance of volunteerism and even volunteer service, Renes once proposed that "if a society does not have volunteers, it will face a fatal crisis." [4] Scholars Clary and Snyder proposed the positive impact of pro social behavior of citizens on volunteer service, emphasizing that the unpaid behavior of volunteer service involves two obvious characteristics: first, volunteers seek opportunities to help others independently; Secondly, the behavior of helping others is related to the satisfaction of one's own behavioral goals. Clary and Snyder define volunteer service as a voluntary helping behavior that includes four characteristics: (1) volunteers seek opportunities to help others; (2) Volunteers decide to help others after reflection; (3) Whether or not to engage in volunteer helping behavior for others is mainly related to the satisfaction of the behavior's goals. [5] Scholar Penner proposed that although volunteer service behavior is an organized social welfare behavior, it is more of a self will and autonomous behavior, without more behavioral constraints. [6] Scholar Conn proposed that the key reasons for the sustained spiritual motivation of volunteers depend on effective government support, good social impact, individual professional characteristics and interests, etc. In addition to defining volunteerism and volunteer service behavior, Western scholars have also conducted in-depth research on the development of volunteerism. [7] For example, Smith proposed as early as 1981 that there is a close connection between the volunteer spirit of individual citizens and altruism, and that altruism is positively correlated with the development of volunteer spirit. [8]

### 2.2.2 Domestic research status

The motivation for volunteer service, as a core issue in the field of volunteer service, has long been a focus of attention in both academia and practice. Tang Jie divides motivation into five types: ideal, rewarding, learning, communicative, and blind, and believes that volunteer motivation is constantly changing. [9] Zhao Aiyan (2007) proposed a motivation motivation motivation model for young volunteers in China, which mainly includes dedication, self realization, seeking knowledge, social interaction, and the need for belonging. She provided motivation methods from both internal and external perspectives. [10] Hu Xinxin proposed a method for the capacity building of volunteers, from legal improvement to institutional improvement of volunteer organization teams, to improve the relevant laws and regulations of volunteers, and ensure that the volunteer team can grow within the scope of legal protection and support. In volunteer organizations, the growth of volunteers should also

be reflected, such as improving the training system for volunteers, determining the training methods and directions for volunteers, improving training content, establishing a competency centered volunteer service effectiveness evaluation system, and establishing relevant service incentive systems to ensure the service enthusiasm of volunteers.[11]

Overall, a large amount of research has only been limited to the analysis and summary of existing phenomena, a simple description of experience, and a lack of development trend towards in-depth research, losing the scientific and practical guidance of theoretical research. As volunteers mostly provide volunteer services based on internal motivation, studying internal motivation methods based on volunteer service motivation is conducive to optimizing China's volunteer incentive system.

### **3. Research objects and methods**

#### **3.1 Research Object**

194 college students in Hebei Province (including university volunteers participating in the 2022 Winter Olympics).

#### **3.2 Research Methods**

##### **3.2.1 Literature review method**

Through searching the campus library, accessing CNKI and various journal websites, as well as searching large search engines, we have preliminarily identified some internal motivational factors, such as self-esteem, self enhancement, self coping ability, work interest, sense of responsibility, and sense of achievement, as important contents of internal motivational factors.

##### **3.2.2 Meta analysis method**

Using the keywords of self-esteem, self enhancement, self coping ability, work interest, sense of responsibility, and sense of achievement mentioned above, a big data meta-analysis was conducted to gain a deep understanding of the high correlation between internal security incentives and the participation rate, sustainability, and task completion rate of volunteer services in universities.

##### **3.2.3 Model building method**

Self esteem, self enhancement, self coping ability, work interest, sense of responsibility, and sense of achievement are common internal psychological states. Taking this as an example, a simple relationship model is constructed as follows, and the mediating influencing factors are hypothesized. The participation, persistence, and task completion of volunteer service are used as detection indicators, as shown in Figure 1.

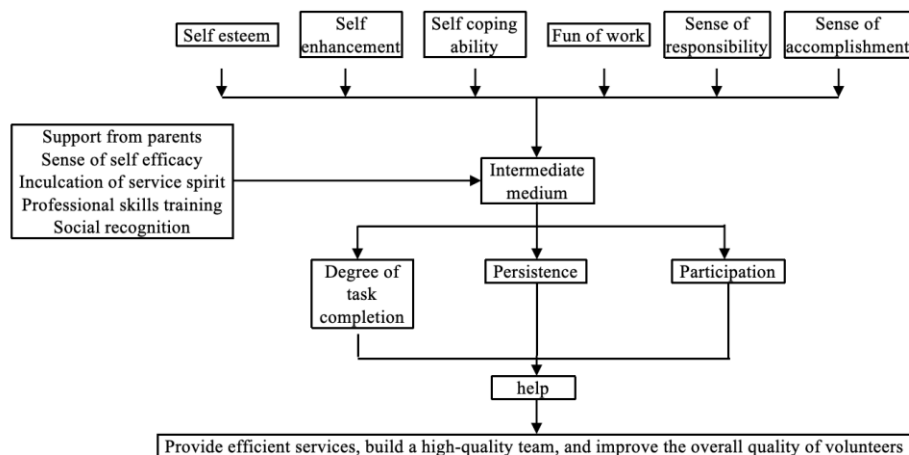


Figure 1: Assumption Model

### 3.2.4 Survey questionnaire method

In the quantitative stage, adhering to a diverse and people-oriented perspective, a total of 186 volunteers (114 females and 72 males) completed the questionnaire survey after screening and removing unqualified data. The first page of the survey questionnaire clarifies the purpose of the study and the rights of participants. This questionnaire is anonymous and cannot identify individual participants through data analysis. To avoid the situation where there are no options, we have added some external factors to reduce the error, as shown in Figure 2.



Figure 2: Data statistics based on the questionnaire on important intrinsic motivational factors - which intrinsic motivational factors are the main driving force for your participation in volunteer service

### 3.2.5 SPSS analysis method

Age, occupation, and motivational factors (intrinsic and extrinsic) in volunteer activities are correlated ( $r=0.17$ ,  $p<0.05$ );

Volunteers have a significant correlation between expected returns and factors of importance

( $r=0.31$ ,  $p<0.01$ );

The incentive policies of the volunteer organization are significantly correlated with the happiness of volunteers ( $r=0.18$ ,  $p<0.05$ );

The happiness of volunteers is significantly correlated with the quality of volunteer activities they participate in ( $r=0.45$ ,  $p<0.01$ );

The incentive mechanism is significantly correlated with the satisfaction of volunteers with their work ( $r=0.37$ ,  $p<0.01$ );

There is a correlation between intrinsic motivational factors and the reasons for volunteers to participate in volunteer activities ( $r=0.39$ ,  $p<0.01$ ).

Note:  $P<0.05$  has statistical significance; The larger  $r$ , the smaller  $p$ , and the higher the correlation

### 3.2.6 Interview method

In the qualitative stage, in order to better illustrate the role of internal incentive mechanisms in promoting sustainable volunteer service, 8 college student volunteers were recruited again for semi-structured interviews (all selected volunteers were not samples used in the quantitative stage). The average age of all participants was 19 years old, including 3 females and 5 males, including 3 freshmen, 2 sophomores, 2 juniors, and 1 senior, They have all had volunteer service experience from 2022 to 2023. The interview structure is as follows shown in Figure 3:

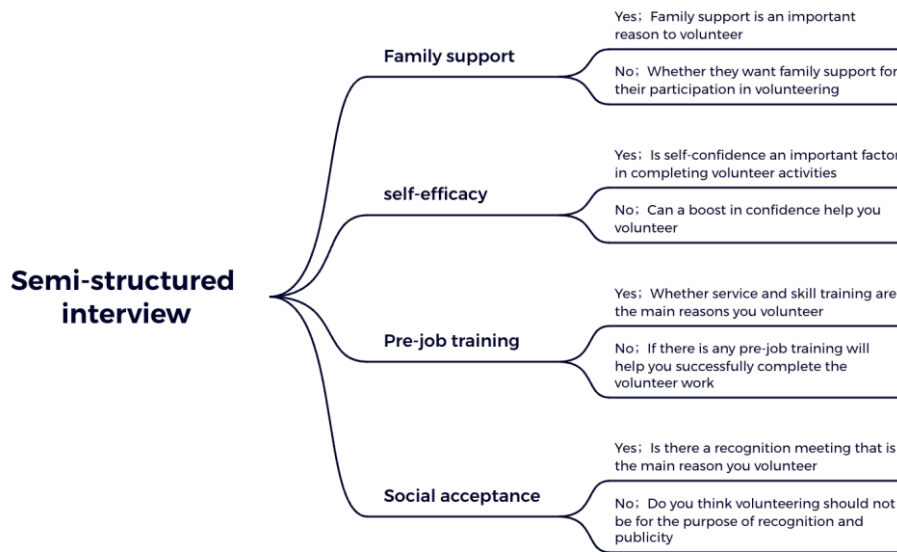


Figure 3: Semistructured Interview Approach

## 4. Data analysis

### 4.1 Analysis of questionnaire results

Data statistics show that the proportion of issues related to the previously listed intrinsic motivational factors is relatively high.

### 4.2 SPSS Results Analysis

There is no direct correlation between age, occupation, and voluntary motivation; The emphasis on projects by volunteers is closely related to their expected outcomes; We found that there is a low

correlation between the incentive policies of volunteer organizations and their happiness, which indirectly reflects that there are certain problems in the guarantee incentives of volunteer organizations that need to be improved; The high quality and energy of volunteer activities can to some extent enhance the happiness of volunteers; The incentive mechanism has a significant impact on the job satisfaction of volunteers, especially the intrinsic incentive mechanism.

### **4.3 Interviews and Interviews**

Through interviews with college student volunteers at our university, the results showed that self-efficacy is the most important mediating factor, and most people believe that good self-efficacy is an important factor for them to better participate in volunteer service activities.

## **5. Conclusion**

(1) The model verification is correct, and it is clear that self-esteem, self-efficacy, coping ability, work interest, sense of responsibility, and sense of achievement are internal motivating factors that affect volunteer service behavior.

(2) Based on the results, self-efficacy is the most important internal influencing factor for college students to participate in volunteer activities.

## **6. Suggestions for the internal incentive and guarantee mechanism of volunteer service in 6 universities**

### **6.1 Based on the research results, the following rationalization suggestions are proposed**

(1) Increase breadth and provide opportunities.

Volunteer service activities should be published on campus platforms with high student attention as much as possible, and various forms such as setting up exhibition boards, posting promotional posters, and distributing flyers should be used to increase the promotion of volunteer service activities, improve the awareness of volunteer activities, and ensure that college students who are interested in participating in volunteer service activities have more opportunities and channels to participate in volunteer service.

(2) Introduce the classroom and cultivate publicity.

Universities can consider introducing volunteer service into elective courses based on their own situation and actual situation. Through classroom lectures and after-school practice, they can actively promote the spirit of volunteers, guide students to learn about volunteer service related knowledge, enrich their volunteer service experience in life, and stimulate their enthusiasm for volunteer service.

(3) Empowering and empowering, adjusting initiative.

In volunteer service, different volunteer service positions can be established to empower volunteers with the ability to handle problems and make decisions, etc., in order to maximize the initiative of volunteers and improve their enthusiasm for problem-solving.

### **6.2 Establishing new security incentives and adopting internal security incentives**

(1) Volunteer service star rating.

After the volunteers meet the basic requirements for star rating, a 1-5 star rating will be given based on the cumulative time they have participated in volunteer service and the contributions they have made in volunteer service activities. Volunteers can be awarded relevant honorary certificates based on star rating.

(2) Establish interest group based volunteer service positions.

Interest clubs, student organizations on campus, as well as non-profit organizations and clubs outside the campus, can carry out volunteer activities that match their own club nature. Based on the nature and characteristics of their clubs, interest group oriented volunteer service positions should be established, and college students with relevant interests should be encouraged to participate.

(3) Introduce social resources and allocate social practice activities to students.

Universities should strive to collaborate with social volunteer activities through multiple channels and means, providing volunteer service participants with opportunities to access social resources. The university volunteer service platform should be expanded from the campus level to the social level, providing university volunteers with more volunteer service choices.

(4) Establish a dedicated volunteer promotion page to expand visibility.

Various forms such as web pages, school newspaper reports, and on campus and off campus news broadcasts can be used to strengthen the publicity and reporting of university volunteers participating in social volunteer service activities, enhance social awareness, thereby improving social service recognition and stimulating the enthusiasm of university volunteers to participate in volunteer service activities.

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