INTRODUCTION

China’s non-governmental organizations (NGOs) have experienced rapid development recently, which play an increasingly important role in providing public services, promoting social government and strengthening social supervision. Consequently, more and more attention has been placed to the social responsibility of NGOs. With the goal of maximizing public interest, NGOs are characterized as being non-profit, public welfare-oriented, voluntary and organizational by providing public goods or quasi-public goods, participating in social governance and shouldering social responsibility. In this context, the study on the social responsibility of NGOs is both unexpected and reasonable. Non-governmental organizations are established for benefitting the world, which renders stronger social responsibility to non-governmental organizations than other forms of organizations. The stress that is put on NGOs to fulfill the social responsibility helps reduce the Voluntary Failure and keep them adhering to the mission of serving the community.

Nowadays, job burnout has become a popular modern epidemic and an increasingly prominent problem faced by human resources in NGOs (Bao, 2007). Job burnout refers to three dimensions of long-term performances individuals may have when they cannot effectively cope with the continuous stress from work, namely, emotional exhaustion, diminished personal accomplishment and depersonalization. Among them, emotional exhaustion is the core dimension, which refers to a sense of frustration and tension during work when individuals regard their emotional resources as being exhausted. Diminished personal accomplishment means that individuals hold a negative evaluation of themselves, which prohibits them from working effectively or makes them doubt their contributions. Depersonalization means that individuals deliberately keep away from their work and related persons; they complete their work in a passive way and no

How Does Social Responsibility Influence Organizational Stability in the Context of NGOs

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ABSTRACT: In recent years, job burnout (emotional exhaustion, diminished personal accomplishment and depersonalization) of volunteers has been one of the vital factors that affect the stability of NGOs. We conduct questionnaires to investigate the inhibited factors of job burnout in NGOs. Ultimately, 142 young volunteers were invited to join the final survey. Hierarchical regression analysis indicated that: (1) Social responsibility perception has a significantly negative influence on job burnout; (2) Organizational identification plays a mediating role in the relation between social responsibility perception and job burnout. To be specific, organizational identification plays a complete mediating role between social responsibility perception and emotional exhaustion, and a partial mediating role between social responsibility perception and diminished personal accomplishment. These findings provide a new perspective to explore the issue of job burnout. NGOs can interfere with the volunteers’ job burnout through strengthening social responsibility effectively. This study also aims to giving rise to the attention of other researchers.

Keywords: social responsibility perception; organizational identification; emotional exhaustion; diminished personal accomplishment; depersonalization

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longer care for whether they have made contribution or not. Job burnout has posed serious harms to the physical and mental status and working conditions of volunteers, as well as the organizational stability of NGOs these volunteers work for (Huang et al., 2003). Therefore, the results of this research, which is targeted at this problem, have far-reaching influence on the survival and development of non-governmental organizations.

Focusing on young volunteer organizations, this study reviewed existing theories and researches and put forward the research hypothesis in the first place. Then, through questionnaires, data about 142 young volunteers were collected to establish a multiple linear regression model. By comprehensively analyzing and quantitatively examining the abovementioned questions, this study analyzed the influence of social responsibility perception of non-governmental organizations on the job burnout of young volunteers, and examined the mediating role of organizational identification, which provides instructions for the sustainable development of non-governmental organizations. The last part of this study pointed out the limitation of this research and direction for future research.

2 LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1 Social responsibility of NGOs

Non-governmental organization, enterprise and government are regarded as the three major plates in modern society (Xu, 2005). As a representative of the social level, NGO is an important force in providing public services and strengthening social governance. With increasing interactions between NGO and the external environment, NGOs must strengthen their social responsibility so as to respond to external needs.

That non-governmental organizations fulfill their social responsibility is in essence the embodiment of their ethics and mission. Thus, it is inevitable to stress the fulfillment of social responsibility at a certain stage of their development. The special characteristics of non-governmental organizations make their role irreplaceable, particularly in meeting the needs of vulnerable groups and minorities and solving diverse social problems. We also expect a more active role that NGOs may play in promoting harmonious society. According to Wang (2004), it is never a simple step to establish trust between the state and citizens, instead, it involves extensive transition, and non-governmental organizations just play this transitional role. Xu (2005) has made great contributions to the topic of social responsibility of non-governmental organizations by creatively proposing the scale for social responsibility of non-governmental organizations. From her perspective, the social responsibility of a non-governmental organization should be to maximize public interest.

On one hand, non-governmental organizations should strive to settle social problems, promote social security, better social environment and improve social welfare. On the other hand, they should provide advice for public policy, reflect public interests and needs, participate in the development of community building, and get involved in public governance processes. Ding (2005) thinks that a harmonious society should have sound social organizations, which is conducive to not only extend public services, but also safeguard social rights of citizens. Gu (2002) holds that NGOs play an irreplaceable role in filling government’s deficiencies in social welfare funds, increasing employment, enhancing transparency and reasonability of resource usage, guiding social attention helping vulnerable groups, and expanding social fairness.

2.2 Mediating mechanism of organizational identification

In young volunteer organizations, members with higher sense of social responsibility usually have stronger willingness to serve the public. Thus, they normally invest more time in volunteer services, and are more proactive in finding solutions whenever problems pop up and in serving others. Dong (2017) believes that if volunteers participate in volunteer activities more out of their ideal of dedication and serving the society, they normally have relatively weak job burnout. On the contrary, if a volunteer participates in volunteer activities just because of blindly following the trend, he is highly likely to have job burnout. Therefore, social responsibility perception of members in non-governmental organizations is a psychological way for volunteers to obtain organizational support, which has the effect of alleviating job burnout and stabilizing “morale”. Thus, the following hypothesis is proposed:

**Hypothesis 1:** Social responsibility perception of non-governmental organizations has a negative effect on job burnout, that is, the stronger social responsibility a volunteer perceives, the weaker his job burnout will be; vice versa.

Organizational identification as a concept was developed on the basis of social identification since the 1950s. As a special form of social identification, organizational identification is manifested as the unity of individuals and organizations. Cheney (1983) believes that organizational identification is a dynamic process in which individuals associate themselves with their organization. Dutton and Dukerich (1994) hold that organizational identification is a sense of psychological belonging generated by members, when they use the organization’s characteristics to define their own characteristics. Wang (2004) has put forward the concept of successful organizational identification, which means that members of an organization tries to seek self-enhancement and self-development through organizational activities, and identify themselves in
consideration of organization’s goal and value. Lyer et al. (1997) proves through empirical studies that organizational reputation is one of the determinants of organizational identification. Positive organizational reputation is related to members’ identification and prevents members from misidentification with the organization; negative organizational reputation makes members alienated from the organization.

The fulfillment of social responsibility has a significantly positive effect on the sustainable development of an organization (Kim, 2010). Whether an organization performs good social responsibility or not may have distinctively different appeals to members’ satisfactions and organizational identification (Lu & Wang, 2009). It has been pointed out that the fulfillment of social responsibility can generate positive influence on the attitudes and behaviors of members (Grant, 2012; Gully et al., 2013). Zhang et al. (2015) hold that the fulfillment of social responsibility will strengthen the organizational pride and thus enhance organizational identification.

Hypothesis 2: Social responsibility perception of non-governmental organizations has a positive effect on organizational identification, that is, the higher social responsibility a volunteer perceives, the higher level of organizational identification he will have; vice versa.

Members with high organizational identification have relatively low job burnout and are willing to actively retain their organizational membership. Generally, the organizational identification of a member is influenced by three factors: individual characteristics, organizational characteristics and environment characteristics. Here organizational characteristics include organizational image (such as organizational reputation), organizational atmosphere, job characteristics (such as professional identification) and cultural characteristics (such as employee perception morality) (Bao & Xu, 2006). People always expect to be valuable persons. If the mechanism in an organization is more consistent with the career development expectations of an individual, then he will have a higher degree of organizational identification, stronger sense of achievement and more passion for volunteer job (Hall & Schneider, 1972). Based on the above statement, we believe that social responsibility perception of NGOs is highly likely to have a positive effect on the organizational identification of young volunteers, and thus affect their level of job burnout. That is, organizational identification serves as a mediator between social responsibility perception and job burnout. Thus, the following hypothesis is proposed:

Hypothesis 3: Organizational identification has a mediating role in the effect of social responsibility perception of non-governmental organizations on the job burnout.

In summary, the theoretical framework of this study is shown in Figure 1.

3 DATA SOURCE AND VARIABLE MEASUREMENT

3.1 Questionnaire measurement and data collection

In this study, we conducted an in-depth interview with young volunteer organizations in Hangzhou, Zhejiang Province, developed a questionnaire based on the interview, and conducted a pre-survey. The formal survey on a community volunteer organization in JG District, Hangzhou, Zhejiang Province, took place in August 2016, which was mainly targeted at young volunteers under the age of 45. The total number of questionnaires sent out is 150, 142 of which are valid, with the valid rate being 91.3%.

3.2 Variables

Dependent variable: job burnout. The scale developed by Maslach and Jackson (1981) is used and adjusted according to specific situation in volunteer organizations. The 5-point Likert scale is adopted, with 1 representing “strongly disagree”, and 5 representing “strongly agree”. Job burnout contains three dimensions, say, emotional exhaustion, diminished personal accomplishment, and depersonalization. Here, the example entry of emotional exhaustion is “work makes me feel exhausted”. The reliability of this scale in the study (Cronbach’s α coefficient) is 0.87; the example entry of diminished personal accomplishment is “I have done a lot of valuable things at work”, which is a reverse count and has been adjusted. The reliability of this scale in the study (Cronbach’s α coefficient) is 0.87; the example entry of depersonalization is “I do not care what happens to the client”. The reliability of this scale in the study (Cronbach’s α coefficient) is 0.61. Table 1 shows the descriptive statistical analysis of these three dimensions.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Minimum Value</th>
<th>Maximum Value</th>
<th>Mean Value</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional exhaustion</td>
<td>1</td>
<td>5</td>
<td>2.30</td>
<td>0.89</td>
</tr>
<tr>
<td>Diminished personal accomplishment</td>
<td>1</td>
<td>5</td>
<td>2.61</td>
<td>0.67</td>
</tr>
<tr>
<td>Depersonalization</td>
<td>1</td>
<td>5</td>
<td>2.67</td>
<td>0.66</td>
</tr>
</tbody>
</table>

Independent variable: social responsibility perception of non-governmental organizations. Based on the connotation of corporate social responsibility and
the characteristics of non-governmental organizations, this study draws on the conception of Xu (2005)’s idea of scale for social responsibility of non-governmental organizations, and develops a scale for the measurement. The 5-point Likert scale is adopted, which includes four aspects: (1) well and proper organizational management of members; (2) fair and transparent operational procedures within the organization; (3) organizational behaviors that meet the expectations of the community and increase social welfare; (4) organizations can provide policy recommendations for government departments. The reliability of this scale in the study (Cronbach’s α coefficient) is 0.94.

**Mediating variable**: organizational identification. The scale developed by Mael and Ashforth (1992) is used and adjusted according specific situation in volunteer organizations to form the six-entry scale from 1 (“completely disagree”) to 5 (“completely agree”). The example entry is “When someone criticizes the organization I serve, I feel like an insult to myself”. The reliability of this scale in the study (Cronbach’s α coefficient) is 0.92.

In addition to the abovementioned variables, this study also compares the age, gender, educational level, household registration (rural or urban), marriage, income level and service time (month) of young volunteers as control variables.

### 3.3 Methodology

In order to better reveal the relation between social responsibility perception of non-governmental organizations and job burnout, this research adopts the quantitative estimation of a multiple linear regression and uses SPSS22.0 software for model estimation. Table 2 describes the means, standard deviations of main variables and the correlation coefficients between the variables in the study.

### 3.4 Homologous Method Deviation Test

As our questionnaire survey is conducted in a self-evaluation manner, the problem of homologous method deviation is inevitable. We try to avoid this problem from the following two ways. Firstly, regarding the questionnaire design and collection, separate the independent variables from the dependent variables in order to prevent respondents from guessing the underlying intentions. Secondly, we conduct exploratory factor analysis to carry out Harman single factor test which is targeted at potential homologous deviation problem. If there is a common method deviation, only a high proportion factor can be produced. The results show that the first uninterrupted factor can explain the variance of 19.699%, and the cumulative five factors can explain the variance of 72.308%. Therefore, the problem of homologous method deviation is not serious.

#### 4 EMPIRICAL RESEARCH RESULTS

##### 4.1 Main effect

We set organizational identification, emotional exhaustion, diminished personal accomplishment and depersonalization as dependent variables, and added control variables and the independent variable-social responsibility perception into the regression equation. The results of the hierarchical regression are listed in Table 3. From Model 4, we can see that social responsibility perception has a significantly negative effect on emotional exhaustion ($M_4, \beta = -0.254, p < 0.01$); Model 8 shows that social responsibility perception has a significantly negative effect on the diminished personal accomplishment ($M_8, \beta = -0.381, p < 0.001$); Model 12 reveals that social responsibility perception has no significant effect on depersonalization. Thus, Hypothesis 1 is basically supported. The results of Model 2 shows that social responsibility perception has a significantly positive effect on the organizational identification of young volunteers ($M_2, \beta = 0.471, p < 0.001$). Thus, we can conclude that non-governmental organizations fulfilling their social responsibility can effectively strengthen organizational identification of young volunteers. Hypothesis 2 is fully verified.

##### 4.2 Mediating effect

In order to verify Hypothesis 3, this study follows Baron and Kenny’s (1986) approach on the mediating mechanism, and shows the regression analysis results in Table 3. In terms of the emotional exhaustion, Model 4 reveals that social responsibility perception has a significant negative effect on emotional exhaustion($M_4, \beta = -0.254, p < 0.01$), and Model 2 shows that social responsibility perception has significantly positive effect on organizational identification ($M_2, \beta = 0.471, p < 0.001$). This positive impact vanishes after the mediating variable is added, which indicates that organizational identification plays a fully mediating role in the relationship of social responsibility perception and job burnout ($M_6, \beta = -0.226, p < 0.05$), and thus supports Hypothesis 3. According to these results, social responsibility perception and organizational identification can effectively predict the emotional exhaustion of individual volunteers. NGOs can enhance their organizational identification and thus alleviate emotional exhaustion of volunteers.

In terms of diminished personal accomplishment, Model 8 reveals that social responsibility perception has a significantly negative effect on diminished personal accomplishment ($M_8, \beta = -0.381, p < 0.001$), while Model 2 shows that the significantly positive impact of social responsibility perception on organizational identification ($M_2, \beta = 0.471, p < 0.001$). Model 10 reveals that the effect of social responsibility perception on diminished personal accomplishment is largely reduced after organizational identification is
Table 2. Research variables’ mean value, variance and correlation coefficient.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>35.20</td>
<td>8.63</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>0.59</td>
<td>0.493</td>
<td>0.406</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education level</td>
<td>14.33</td>
<td>2.92</td>
<td>-0.054**</td>
<td>-0.10</td>
<td>1.00</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Rural</td>
<td>0.08</td>
<td>0.27</td>
<td>-0.10</td>
<td>-0.13</td>
<td>-0.13</td>
<td>1.00</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage</td>
<td>0.18</td>
<td>0.39</td>
<td>-0.44**</td>
<td>-0.01</td>
<td>0.15</td>
<td>0.14</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income level</td>
<td>2.89</td>
<td>0.68</td>
<td>0.19**</td>
<td>0.06</td>
<td>0.05</td>
<td>-0.15</td>
<td>-0.20*</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service time (month)</td>
<td>27.39</td>
<td>42.82</td>
<td>0.11</td>
<td>-0.03</td>
<td>0.15</td>
<td>-0.08</td>
<td>-0.22**</td>
<td>0.07</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social responsibility perception</td>
<td>3.74</td>
<td>0.80</td>
<td>0.08</td>
<td>0.12</td>
<td>0.02</td>
<td>0.05</td>
<td>-0.02</td>
<td>0.17*</td>
<td>-0.02</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Organizational identification</td>
<td>3.72</td>
<td>0.87</td>
<td>0.18*</td>
<td>0.05</td>
<td>0.03</td>
<td>-0.18*</td>
<td>-0.03</td>
<td>0.15</td>
<td>-0.06</td>
<td>0.45**</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional exhaustion</td>
<td>2.30</td>
<td>0.89</td>
<td>-0.04</td>
<td>-0.01</td>
<td>-0.02</td>
<td>0.13</td>
<td>0.17*</td>
<td>-0.13</td>
<td>0.01</td>
<td>-0.23**</td>
<td>-0.29**</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diminished personal accomplishment</td>
<td>2.61</td>
<td>0.67</td>
<td>-0.22**</td>
<td>-0.19*</td>
<td>0.12</td>
<td>0.09</td>
<td>0.06</td>
<td>-0.18</td>
<td>0.05</td>
<td>-0.49**</td>
<td>-0.53**</td>
<td>0.06</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Depersonalization</td>
<td>2.67</td>
<td>0.66</td>
<td>-0.15</td>
<td>-0.11</td>
<td>0.07</td>
<td>0.30**</td>
<td>0.12</td>
<td>-0.12</td>
<td>0.06</td>
<td>-0.05</td>
<td>-0.18*</td>
<td>0.64**</td>
<td>0.02</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Note: N=142 for all models; *p<0.05, **p<0.01 (two-tailed tests).

Table 3. Hypothesis test results.

<table>
<thead>
<tr>
<th>Control variables</th>
<th>Organizational identification</th>
<th>Emotional exhaustion</th>
<th>Depersonalization</th>
<th>Diminished personal accomplishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>0.028* (0.012)</td>
<td>0.022* (0.083)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>0.044 (0.148)</td>
<td>-0.056 (0.135)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education level</td>
<td>0.048 (0.032)</td>
<td>-0.004 (0.033)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural</td>
<td>-0.393 (0.284)</td>
<td>-0.553* (0.258)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage</td>
<td>0.176 (0.212)</td>
<td>0.142 (0.191)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income level</td>
<td>0.115 (0.110)</td>
<td>-0.121 (0.115)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service time (month)</td>
<td>-0.002 (0.002)</td>
<td>-0.002 (0.002)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent variable</td>
<td>Social responsibility perception</td>
<td>0.471*** (0.083)</td>
<td>-0.254** (0.094)</td>
<td></td>
</tr>
<tr>
<td>Mediating variable</td>
<td>Organizational identification</td>
<td>-0.266*** (0.087)</td>
<td>-0.226* (0.096)</td>
<td>-0.384*** (0.063)</td>
</tr>
</tbody>
</table>

Note: N=142 for all models. *p<0.05, **p<0.01, ***p<0.001 (two-tailed tests). ΔF = (ΔR² / Δk) (N - k - 1) / (1 - R²) (Jaccard, Turrisi & Wan, 1990).
added \((M_{10}, \beta = -0.246, p < 0.001)\). Meanwhile, organizational identification also has a significantly negative effect on diminished personal accomplishment \((M_{10}, \beta = -0.286, p < 0.001)\). Thus, we can conclude that the organizational identification of young volunteers plays a mediating role between social responsibility perception and diminished personal accomplishment, which supports hypothesis 3. According to these results, social responsibility perception has both a direct impact and indirect impact through the role of organizational identification on diminished personal accomplishment. The method of “Bootstrap” put forward by Preacher and Hayes (2004) is adopted for the robustness test on partial mediating effects. Through 5000 repeated samples and with the confidence interval of 95%, the results shown in Table 4 do not contain 0 \((LLCI = -0.4161, ULCI = -0.1864)\), indicating the significant mediating effect of organizational identification which registers -0.286. In addition, after the mediating variable-organizational identification is controlled, the influence of social responsibility perception on the dependent variable is also becoming significant. Thus, organizational identification plays a partial mediating role in the effect of social responsibility perception on diminished personal accomplishment.

In terms of depersonalization, Model 12 to Model 14 in Table 2 reveal that depersonalization is not significantly relevant to social responsibility perception or organizational identification. One possible reason is that considering China’s context of non-governmental organizations, depersonalization is more of an individual psychological issue. The other possible reason is that the scale of depersonalization needs to be adjusted according to the cultural characteristics of Chinese society.

5 CONCLUSIONS AND PROSPECTS

5.1 Conclusions

The social responsibility of non-governmental organizations perceived by young volunteers has a significantly positive effect on their organizational identification, perhaps because organizational identification reflects their psychological awareness of and dependence on non-governmental organizations. The fulfillment of responsibilities will not only improve organizational images and reputations, but also advocates for public spirit, which will strengthen young volunteers’ identification towards the non-governmental organization. The results of this study will help deepen the understanding of fulfilling social responsibility, promote organizational stability and perfect the governance of non-governmental organizations.

This study has introduced organizational identification into the mechanism of social responsibility perception and volunteers’ job burnout, and found that organizational identification of volunteers plays a completely mediating role in the relation between social responsibility perception and emotional exhaustion, and a partial mediating role in the relationship between social responsibility perception and diminished personal accomplishment. This study is a fruitful attempt to explore the functional mechanism of the social responsibility perception of NGOs on their organizational stability.

5.2 Innovations

First of all, the major contribution of this study is that we build the scale for measuring the social responsibility perception of non-governmental organizations, which is applied to empirical analysis. It is found that the fulfillment of social responsibilities of NGOs has a spillover effect on individuals’ organizational identification and can also effectively suppress job burnout through organizational identification. The research results are of great significance to highlighting the importance of fulfilling social responsibility within NGOs, and important instructions on how to better human resource management practices in the context of NGOs.

Secondly, job burnout has become a hot issue in management and organizational behavior research in recent years. Most of the previous studies have focused on the enterprise situation, with not much research yet on how to suppress and overcome job burnout of young volunteers in the “third sector”. This study fills this gap by studying the job burnout of members in NGO and exploring the influence of social responsibility perception and organizational identification on job burnout.

5.3 Governance inspirations and suggestions

5.3.1 Strengthen the social responsibility of NGO

In the current context of booming NGOs and constant social dynamism, NGOs should provide young volunteers with a broader platform for practicing the spirit of public service, making social contributions. Volunteers are primary capital of non-governmental organizations, and it is generally believed that organizations can only build a stronger volunteer team by finding a point of agreement between young volunteers and their organizational vision. In order to better practice the value of human capital, non-governmental organizations must develop a people-oriented concept and actively fulfill their social responsibilities so that volunteers can perceive more public spirit and organiza-
tional pride, which can effectively reduce fatigue and complaints generated from their work and enhance organizational stability.

5.3.2 Highlight emotional management of NGO members

How to alleviate the job burnout of volunteers is a trending topic that must be addressed in the current human resource management practice of NGOs. In order to effectively curb job burnout, we need to have good emotional management in the following three aspects: First, strengthen the psychological support for volunteers by establishing an emotional counseling mechanism for young volunteers, timely addressing their negative emotions and alleviating their work burdens. Secondly, establish a volunteer communication mechanism. Enhance volunteers’ ability to address difficulties and problems through regular sharing of working experiences, and reduce their helplessness and negative feelings. Thirdly, cultivate a positive atmosphere through training so as to strengthen the concept of dedication while screening out pseudo-volunteers who just blindly follow the trend.

5.4 Limitations

This study is only a beginning for studying the social responsibility of non-governmental organizations in China, with many shortcomings remaining to be addressed yet. For future research, it is necessary to improve the measurement scale for the social responsibility of non-governmental organizations as a core variable. In addition, this study fails to explain the suppressive factor for depersonalization. Some people believe that the longer people participate in volunteer services, the more likely they will become depersonalized as they may feel less curious with time passing by. Therefore, they may become less motivated in the process and are more likely to turn volunteer services into a routine, which will generate depersonalization feelings. Follow-up researches need to be done to explain depersonalization from the perspective of organizational factors. Last but not least, the samples of the study are all from Zhejiang Province, and the representativeness of the samples is limited. It is still necessary to test whether the conclusions have strong external validity.

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