

Governance Implications of the Relationship between Psychological Contract Fulfillment and Job Satisfaction of Competition Volunteers

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Abstract:

Event volunteers are an important group of event service guarantee. With the help of psychological contract theory, the discussion on the impact of event organizers' contract performance and event volunteers' contract performance on the job satisfaction of event volunteers can provide more comprehensive governance suggestions for event organizers. 287 volunteers who participated in the 11th National Traditional Ethnic Minority Sports Games were selected to compile psychological contract performance scale and job satisfaction scale. AMOS26.0 and SPSS 22.0 were used to conduct correlation analysis and hierarchical regression analysis to explore the relationship between variables. The results are as follows : (1) there is a significant positive predictive effect on volunteer job satisfaction; (2) The performance of event organizer's responsibility has a significant positive predictive effect on volunteer job satisfaction, but lower than the performance of event volunteer's responsibility; (3) the volunteer duty and the organizers of the event interaction on job satisfaction has to fulfill obligations, namely the contract of volunteers and the organizers of the event contract are high, the volunteer job satisfaction is highest, and when the tournament volunteers contract is high, the event organizer contract low, lowest event volunteer job satisfaction. Therefore, it is necessary to pay attention to the impact of event volunteers' fulfillment of their responsibilities on job satisfaction. Attach importance to the performance of the event organizers' responsibilities to the event volunteers; Pay attention to the performance of the responsibilities of the event organizer should match that of the event volunteers.

Keywords: *Performance of psychological contract; Event volunteers; Job satisfaction turnover.*

I. QUESTION RAISING

Social exchange theory defines all human social activities as a kind of exchange, and believes that society is the result of individual actions and behavior exchange. Blau(1964) found that in addition to material exchange, individuals also exchange non-material resources (such as emotion, appreciation, information, reputation, status, service, etc.) in social life^[1]. According to the theory of social exchange, human beings generally pursue the equality of reward and cost in social communication. The relationship

between volunteers and organizers of events is based on the exchange of resources and forms an interdependent relationship, which is an exchange relationship in essence. In psychology, the cognition of each other's responsibility between the organization and the employee is expressed by psychological contract performance. The cognition of each other's responsibility between the volunteers and the organizer will greatly affect the job satisfaction of the volunteers, thus affecting the work attitude and service performance of the volunteers. Therefore, to improve the job satisfaction of competition volunteers and explore the job satisfaction of competition volunteers from the perspective of psychological contract performance has gradually become the focus of researchers. The concept of psychological contract originated from Barnard's theory of fairness in the 1930s, and has since been further improved by Argyris^[2] Levinson^[3] and other scholars, who define "psychological contract" as a paperless implicit psychological contract between an organization and its employees. It conveys a psychological expectation between the organization and its members beyond the written contract. After years of development, the psychological contract theory has enriched and improved its connotation. At present, the interpretation of the concept of psychological contract in the academic circle can be divided into two kinds: broad and narrow. In a broad sense, psychological contract refers to the cognition of employee and organization to each other's responsibilities. This definition includes both employee's cognition of both parties' responsibilities and organization's cognition of both parties' responsibilities. In the narrow sense, psychological contract mainly refers to the belief system of employees about their own and organizational responsibilities from the perspective of employees^[4]. This paper adopts the narrow concept of psychological contract, that is, from the perspective of competition volunteers, to explore the extent to which volunteers and event organizers fulfill their responsibilities to each other. Psychological contract abide by the principle of social exchange, one party's efforts to get the other side of the returns, employee satisfaction comes from the understanding of themselves and organization responsibility, organization responsibility for employees in the psychological contract fulfillment degree is higher, the staff for the organization's identity, satisfaction, and a high degree of satisfaction can enhance employees' sense of belonging to the enterprise, Improve employees' loyalty to the enterprise^[5].

A large number of research results show that psychological contract, as the implicit expectation between the organization and the employee, has as much influence on the psychological state and work behavior of the employee as the signed written contract. For example, Wu Zhonghua^[6], Tan Ming, Fang Hanqing^[7], Jin Fang, Zhao Yiming, Wang Zhao^[8], Jiang Yanjun^[9], Bai Shenghao^[10] et al., studied the relationship between psychological contract and satisfaction of different subjects, such as third-party logistics companies, the new generation of female migrant workers, community workers and teachers. The fulfillment of psychological contract has a significant positive correlation with the satisfaction of different subjects. Yuan Ling, Dai Bo, Zhang Leilei^[11] Psychological contract breach plays a significant mediating role between psychological contract breach and job satisfaction. Xu Yanying^[12] conducted a reverse study and found a significant negative correlation between psychological contract and job satisfaction in studying the correlation between psychological contract, job satisfaction and job burnout of college teachers. College teachers' job satisfaction plays an intermediary role between psychological contract and job burnout. It can be seen from the above relevant literature that most of the previous studies explored the work attitude and performance of different subjects from the perspective of different subjects' cognition of

the performance of organizational responsibilities, but it can be seen that most of the researches lacked the cognition of the impact of their own performance of responsibilities on their work attitude. However, employee's work attitude has a significant impact on job satisfaction, and then affects their job performance. (Ma Ling, Wang Yu, Xing Yun^[13], Wang Xiaojie^[14], Sheng Danhua^[15], Hui Tiaoyan^[16], Bai Hongbin^[17]) Studying the job satisfaction of event volunteers from the perspective of their performance of organizational responsibilities can better understand the inner activities of event volunteers. The performance of the responsibilities of the event organizer in (volunteer recruitment and registration, volunteer training management, volunteer service record system, volunteer service incentive mechanism, policy and legal protection), Volunteers and events in the process of volunteer service (volunteer's personal ability, values, emotional management ability, cognitive style and quality of service levels), etc all can affect the competition volunteer job satisfaction. The 2022 Beijing Winter Olympic Games will soon open, the competition meeting volunteer is the competition meeting service guarantee important crowd, in order to further enhance the competition service level, better guides our country sports voluntary service enterprise's development, from the perspective of the organizers and the Individual Volunteers, this paper discusses the impact of the two sides' responsibility fulfillment on the job satisfaction, so as to have a more comprehensive understanding of the internal and external factors that affect the job satisfaction of the volunteers, provide the feasible governance suggestion for the event organizer.

II. RESEARCH METHODS

2.1 The Participants

2.1.1 Preliminary test subjects

In order to explore the questionnaire structure of event volunteers' psychological contract performance, 619 event volunteers participating in 2019 Zhengkai International Marathon were selected as preliminary test subjects. Among them, 270 are male students, accounting for 43.6% of the total, and 349 are female students, accounting for 56.4% of the total. There are 407 undergraduate students in the first grade, 161 undergraduate students in the second grade, 32 undergraduate students in the third grade, 7 undergraduate students in the fourth grade, and 12 graduate students or above, accounting for 65.8%, 26%, 5.2%, 1.1% and 1.9% respectively. (See Table 1 for basic information of preliminary test subjects).

2.1.2 Formal measurement of subjects

Formal measurement using the method of random sampling, the 11th has chosen to participate in the national minority tradition sports games volunteers as a formal questionnaire, the questionnaire survey to the participants for psychological contract to perform the questionnaire of confirmatory factor analysis, the volunteers psychological contract status quo analysis, and the volunteers of the event relationship analysis of job satisfaction. 287 valid questionnaires were collected in total, including 104 boys, accounting for 36.2% of the total number, and 183 girls, accounting for 63.8%. 110 students are junior college students or

below, 7 students are in the first grade, 95 students are in the second grade, 68 students are in the third grade, 5 students are in the fourth year, and 2 students are graduate students or above, accounting for 38.3%, 2.4%, 33.1%, 23.7%, 1.7% and 0.7%, respectively. (See Table 1 for basic sample information)

Table 1. Basic information of initial test sample size and formal test sample size

Measure categorization	sex		education degree					
	Male	female	Junior college and below	First year undergraduate	Undergraduate Year 2	Undergraduate Junior Year	Undergraduate Senior year	Postgraduate and above
Member of the group of the Marathon initial measurement samples	270	349	0	407	161	32	7	12
Minority games official sample percentage	43.6%	56.4%	0	65.8%	26%	5.2%	1.1%	1.9%
	104	183	110	7	95	68	5	2
	36.2%	63.8%	38.3%	2.4%	33.1%	23.7%	1.7%	0.7%

2.2 Research Tools

2.2.1 Competition psychological contract performance questionnaire

On the basis of searching domestic and foreign literature, referring to Millward and Hopkins' Psychological Contract Questionnaire (1998), Rousseau's Psychological Contract Questionnaire (2001) and Li Yuan's three-dimensional structure of New Employee Psychological Contract Questionnaire (2002), namely normative responsibility, interpersonal responsibility and development responsibility, Self-designed three-dimensional structure of the competition volunteers psychological contract performance questionnaire. Of 30 experts and scholars engaged in research on competition sports and the 40 volunteers engaged in sports volunteer service on the volunteers and the organizers of the event of the contents of the bidirectional responsibility interviews and open questionnaire and consulting, after sorting, verify the three-dimensional structure and further clear the volunteer responsibility and the organizers of the event responsibility content, Based on this, an initial questionnaire was prepared, including the three dimensions of normative responsibility, interpersonal responsibility and development responsibility of the event volunteers and the event organizers.

The CR value (critical ratio value) showed that each item of all the questionnaires reached the significance level, and the correlation coefficient between item and total score ranged from 0.321 to 0.849. There were two measurement items, A1 and A3, with the total correlation score of 0.321 and 0.360. < 0.4, and neither of them reached the significance level, indicating that the correlation between these two

questions and the total score was low, that is, the homogeneity was low, so they were deleted. Exploratory factor analysis was performed on the remaining items after deleting the two items. The KMO value of the event organizer's responsibility scale was 0.941 and Cronbach ' α ' was 0.953, and the KMO value of the event volunteers' responsibility scale was 0.977 and Cronbach ' α ' was 0.978. Statistical Cronbach ' α ' > 0.7 indicates that it is suitable for factor analysis. The main component analysis method was used for factor extraction, and then the maximum equation method was used for direct intersecting axis. The Cronbach ' α ' value was in the range of 0.823~0.937, and the split coefficient of the total questionnaire was 0.931. Internal consistency reliability data shows that the questionnaire is good, also invited psychology and sociology relevant experts, the division of dimension on a questionnaire and item measurement to evaluate the accuracy of the results showed that the questionnaire validity is good, the final tournament organizers responsibility questionnaire 24 item, 23 games volunteers responsibility questionnaire item of the formal questionnaire and lending.

2.2.2 Job satisfaction questionnaire

Relly, this paper (1922) compiled by the job satisfaction scale, based on the analysis of the nature of volunteer service, item contains event volunteers every aspect of event organisers satisfaction, such as recruiting satisfaction, satisfaction of training management, of the basic guarantee of service satisfaction and satisfaction of their own development. Likert 5-level scale was used, ranging from "very dissatisfied" to "very satisfied", with 1-5 points respectively. The reliability and validity test of the scale showed that CronbachAlpha was 0.939 and KMO value was 0.926, indicating that the scale had good reliability and validity and could be tested.

2.3 Data Analysis Methods

AMOS26.0 and SPSS 22.0 were used for statistical analysis of the data involved in this study. Before formal data analysis, AMOS26.0 was used to conduct confirmatory factor analysis on the scale data to test the reliability and validity of the scale. Then SPSS 22.0 was used to conduct correlation analysis and hierarchical regression analysis on the data to explore the relationship between variables.

III. RESEARCH RESULTS

3.1 Discriminant Validity Test

A three-factor measurement model was generated by confirmatory factor analysis using AMOS23.0. Then, the three-factor model was gradually combined into two-factor model and single-factor model, and the discriminant validity of the measurement tool was tested by comparing the fitting indexes of the three models. As shown in Table 2, the fitting index of the three-factor model is better than that of the two-factor and single-factor models ($X^2/DF = 3.16$, GFI=0.94, AGFI=0.97, NFI=0.86, IFI=0.93, CFI=0.93, RMR=0.038, RMSE=0.069, $P=0.00$). It is proved that the discriminant validity of the measuring tool is good.

Table 2. Results of confirmatory factor analysis

model	X ² /df	GFI	AGFI	NFI	IFI	CFI	RMR	RMSER	P
Three-factor model	3.16	0.94	0.97	0.86	0.93	0.93	0.038	0.069	0.00
Two-factor model	8.74	0.86	0.82	0.84	0.91	0.91	0.068	0.126	0.00
Single factor model	14.79	0.78	0.73	0.79	0.87	0.87	0.087	0.168	0.00

Note: Three-factor model: volunteer responsibility fulfillment, organizer responsibility fulfillment, job satisfaction; Two-factor model: event volunteer responsibility fulfillment + event organizer responsibility fulfillment, job satisfaction; Single factor model: event volunteer responsibility fulfillment + event organizer responsibility fulfillment + job satisfaction.

3.2 Descriptive Statistics of Each Variable and Matrix Analysis of Related Variables

In order to investigate the volunteer duty, the organizers of the event and the basic situation of job satisfaction to fulfill obligations and the relationship between each other, Pearson correlation analysis was carried out on the variable data, data results as shown in table 3, the volunteer duty, the organizers of the event, event volunteer job satisfaction to fulfill obligations have reached a higher level ($M > 4$), there is a significant positive correlation between volunteer responsibility fulfillment and job satisfaction ($R=0.358, P<0.01$), there is also a significant positive correlation between event organizer's performance of responsibilities and job satisfaction ($r=0.300, P<0.01$).

Table 3. Variable description statistics and correlation analysis

	M	SD	satisfaction	Event Volunteer Responsibility to perform the	Event organizer Responsibility to perform the
satisfaction	4.019	0.558	1		
Event volunteer responsibilities	4.748	0.420	.358**	1	
The event organizer shall fulfill its responsibilities	4.779	0.423	.300**	.820**	1

Note: ** Correlation $P<0.01$ was significantly double-tailed.

Through the correlation analysis of variables, it is found that the correlation between them is high. In order to determine the quantitative relationship between variables, hierarchical regression analysis is carried out on the data. Setting job satisfaction as dependent variable, and then in turn control variables (gender, education, political affiliation), the volunteer duty and the organizers of the event, event volunteer responsibility to fulfill obligations and event organizers responsibility to perform the product of the set as independent variables, model M1, M2, M3, calculated results are shown in Table 4. The results of M1 data showed that educational background had a significant predictive effect on job satisfaction ($\beta=-0.16, P<0.05$), while the control variable gender ($\beta=-0.09, P>0.05$), political status ($\beta=0.07, P>0.05$) has no

significant effect on the interdependence of satisfaction. After controlling gender, education background and political status, the predictive effects of event volunteer responsibility fulfillment and event organizer responsibility fulfillment on job satisfaction were tested in model M2. The results are shown in Table 3. Both event organizer responsibility fulfillment and event volunteer responsibility fulfillment have extremely significant predictive effects on job satisfaction ($P < 0.05$). From the standardized coefficient β value, it can be seen that the performance of volunteers' responsibilities has a stronger predictive effect on job satisfaction. The M3 data of the model showed that the product of the responsibility fulfillment of the event volunteers and the responsibility fulfillment of the event organizer had a significant impact on job satisfaction ($\beta = 0.053$, $P < 0.05$), and with the addition of interaction terms, the explanation rate of the model increases from 0.159 to 0.161, indicating the existence of interaction. The interaction mode is shown in Fig 1. The job satisfaction of event volunteers is affected by the performance of two aspects of the responsibilities of event organizers and event volunteers, namely, when the performance of the responsibilities of event organizers and event volunteers is high, the job satisfaction of event volunteers is the highest; The job satisfaction of the volunteers was the lowest when the performance of the responsibilities of the volunteers was high and the performance of the responsibilities of the organizer was low.

Table 4. Hierarchical regression model analysis of event volunteer responsibility fulfillment and event organizer responsibility fulfillment

Observation variable	M1			M2			M3			
	β	t	P	β	t	P	β	t	P	
Control variables	gender	-0.09	-1.51	0.13	-0.07	-1.30	0.19	-0.07	-1.21	0.23
	Record of formal schooling	-0.16	-2.67	0.01	-0.13	-2.17	0.03	-0.12	-2.08	0.04
	Political landscape	0.07	1.07	0.28	0.06	0.97	0.33	0.06	1.05	0.29
The independent variables	Event Volunteer Performance of Liability (X2)				0.31	3.27	0.00	-0.05	-0.12	0.90
	Event organizer Performance of Responsibilities (X1)				0.280	2.57	0.01	-2.34	-2.278	0.23
Interactive items	X1*X2							0.053	0.91	0.03
	R2		0.049			0.159			0.161	
	F		4.87			10.607			8.973	

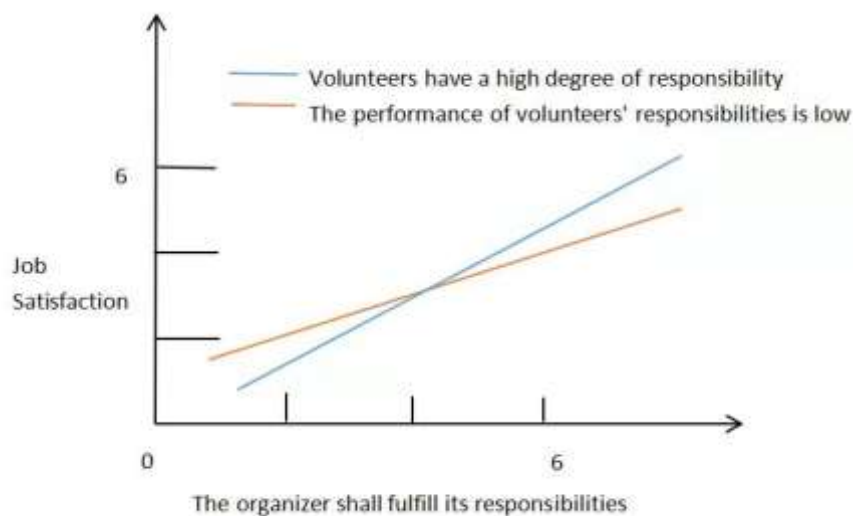


Figure 1: the interaction between the fulfillment of responsibilities of volunteers and the fulfillment of responsibilities of event organizers on job satisfaction

IV. RESEARCH CONCLUSIONS

4.1 Event Volunteer Responsibility Fulfillment Has a Significant Positive Predictive Effect on Volunteer Job Satisfaction

Survey data this study confirmed that the event volunteer duty has extremely significant forecasting effect to job satisfaction, namely event volunteer responsibility fulfillment situation better, tournament volunteers the higher job satisfaction, volunteer groups, a group of strong spirit pursuit to realize the value of the group, their faith and try to practice, volunteerism games volunteers in fulfilling their responsibility, You can experience the psychological satisfaction of helping others and dedicating yourself and realizing your own value. The emotional pleasure of helping others greatly increases the satisfaction of volunteering at events. But sports volunteers in the process of volunteerism, volunteer's personal ability, value, emotional management ability, cognitive style and quality of service and so on there are individual differences, these differences can affect event volunteer job satisfaction difference^[18], games volunteers in their ability to be able to do in the process of volunteer service work, In the process of serving others, the work satisfaction will be greatly increased, and at the same time, it can greatly stimulate the enthusiasm of the volunteers and improve the service quality.

4.2 Event Organizer's Performance of Responsibility Has a Significant Positive Predictive Effect on Volunteer Job Satisfaction, but Lower than that of Event Volunteer's Performance of Responsibility

According to the data of this study, the predictive effect of event organizer's performance of responsibility on job satisfaction is ($\beta=0.28$, $p<0.01$), and the predictive effect of race volunteers'

responsibility performance on job satisfaction ($\beta=0.31$, $p<0.00$), it can be seen that the performance of responsibilities of event volunteers has a more significant predictive effect on job satisfaction than the performance of responsibilities of event organizers. The essential difference between volunteers and the general population is that they pursue dedication rather than taking. They see the "reward" is event organisers to their volunteer training, working environment, such as volunteer experience spiritual meet ^[19], rather than the event organizer material reward, so will be looking forward to the event organizers provide meaningful volunteer service, experience, mutual help and love, dedication, experience the spirit of progress. Therefore event organizers should create a harmonious working environment, focus on event volunteers psychological demands, respect the tournament volunteers will, allocate appropriate positions, give event volunteer expertise guide, perfect and improve the service ability, let the volunteer experience to the organisers of the event, strengthen their sense of belonging, enhance job satisfaction. On the contrary, if the performance of the responsibilities of the event organizer is inconsistent with the inner expectations of the event volunteers, the input and output of the event volunteers are not proportional to the experience of mutual assistance, friendship, dedication, progress and other good psychological experience, which will promote their negative emotions and reduce their job satisfaction.

4.3 The Fulfillment of Responsibilities of Event Volunteers and the Fulfillment of Responsibilities of Event Organizers Have an Interactive Effect on Job Satisfaction

The data analysis results of this study show that the fulfillment of the responsibilities of the event volunteers and the fulfillment of the responsibilities of the event organizers have an interactive effect on the job satisfaction of the event volunteers. That is, when the event organizer's responsibility fulfillment and the event volunteer's responsibility fulfillment are both high, the event volunteer's work satisfaction is the highest. When the performance of the responsibility of the event volunteers is high, but the performance of the responsibility of the event organizer is low, the satisfaction of the event volunteers is the lowest. This phenomenon is very consistent with psychological contract theory and reciprocity principle, and the service quality of event volunteers is affected by the perception of fairness. When games volunteers get good psychological experience and the spirit of the meet, the heart will feel he has the responsibility and obligation to provide better service to improve the quality of event services, and on the other hand, if the event organizer failed to provide a good experience, tournament volunteers and paid a lot of time and energy, will pay and return is out of expectation and actual appeared a large gap, There will be a sense of loss, resulting in lower job satisfaction, which will lead to serious problems such as the loss of volunteers for events. From the psychological contract theory to analysis, event organizers responsibility will strengthen volunteer organization and analyzes the responsibilities for the implementation of the performance, so as to improve the loyalty of the volunteers to events organization, change passive to active loyal, loyal with a big increase in volunteers group of emotional engagement, event organization Fang Xinli makes the volunteers in the organization for the implementation of the contract expectations are met, Let the volunteers feel the organization's affirmation and encouragement to themselves, as well as the realization of self-value in the organization, so as to stimulate the volunteers' enthusiasm for work, enhance their sense of responsibility to the organization, fully mobilize their enthusiasm for work, improve the quality of service.

V. ENLIGHTENMENT OF COMPETITION VOLUNTEER GOVERNANCE BASED ON PSYCHOLOGICAL CONTRACT THEORY

5.1 Attach Importance to the Impact of Job Satisfaction of Event Volunteers in Fulfilling Their Responsibilities

There is a significant positive relationship between the responsibility fulfillment of event volunteers and their job satisfaction, and it can effectively improve the job satisfaction of event volunteers by improving their own responsibility fulfillment ability. And to improve the competition their own ability to fulfill obligations of volunteers, to the event organisers for volunteers to provide a more targeted professional training, promote the professional services of tournament volunteers ability, let the volunteers feel in the volunteer service volunteer service can be provided by the server and organization, promote the volunteers' self-efficacy, This can greatly improve the level of responsibility of volunteers. The performance of volunteers' responsibility is not only affected by professional ability, but also by the matching of professional ability and post, their cognition level of post responsibility and the quality of service provided. Therefore event organizers in the attention should be paid attention to when organizing training volunteer's individual differences, according to the specific requirements of the event to match with corresponding professional background of the volunteers, to develop people, give full play to the volunteer's professional expertise, at the same time should also pay attention to tournament volunteers to do volunteer service value of cognitive training, Let the volunteers fully realize the practical significance and value of the work they are engaged in, enhance their inner pride. So as to enhance the job satisfaction of volunteers and improve the quality of volunteer service.

5.2 Attach Importance to the Performance of the Event Organizers' Responsibilities to the Event Volunteers

The performance of responsibilities of event organizers has a positive predictive effect on job satisfaction of event volunteers. Although it is lower than the performance of responsibilities of event volunteers, the predictive effect is still significant. Therefore, event organizers should pay attention to the fulfillment of their own responsibilities and improve the satisfaction of event volunteers. Event organizers should standardize the volunteer recruitment registration, in order to strengthen the management of volunteer training, establishing the system of volunteer service record, volunteer service incentive mechanism, perfect the policy and legal protection, promote construction of volunteer service institutionalized mechanism, make games volunteers continue to grow stronger, let the volunteer spirit unceasingly thorough popular feeling, promote volunteer service health and sustainable development. Therefore, event organizers should focus on capturing the psychological demands of volunteers, creating the event organization culture, improving the sense of belonging and loyalty of volunteers to the organization, so that volunteers can gain spiritually and in terms of ability, so as to motivate volunteers to provide better services for the organization and improve the service quality of the event.

5.3 The Performance of the Responsibilities of the Event Organizer Shall Match that of The Event Volunteers

According to the research data, the job satisfaction of volunteers is the lowest when the event organizer's responsibility performance is low. Shows that in the event when the volunteers to perform their own responsibilities and dutiful, event organizers if no good should bear the corresponding responsibilities, such as volunteer training management chaos, volunteer service records become a mere formality, incentive mechanism is not sound, the policies lack of legal protection can cause lower job satisfaction of volunteers, working enthusiasm, quality of service, On the contrary, if the event volunteers fulfill their responsibilities conscientiously, and the event organizers also fulfill their responsibilities, take the initiative to care about the difficulties encountered by the volunteers in the service process, establish good communication channels, and provide strong logistics support measures for the volunteers, Enable volunteers to feel the event organisers and tournament volunteers to fulfill obligations for event organisers expect to match, and even the organization's actual duty is higher than tournament volunteers cognitive expectation of the organization's responsibility, can effectively promote the event volunteer's satisfaction and loyalty to the organization, increasing competition volunteer emotional input to the event organizer, Enhance the sense of belonging and identity of volunteers to the organization, improve the job satisfaction of volunteers, maintain a good and stable relationship between the organization and volunteers under dynamic conditions, so as to effectively solve the problem of loss of volunteers.

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