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Research on the Current Situation and Countermeasures of Young Pioneers' Organizational Citizenship Behavior

Fengqiong Zheng

The School of Education and Psychology Sciences, Sichuan University of Science and Engineering, 519Hui Xing Road, Zigong, 643000, China

Abstract: In order to understand the current situation and influencing factors of Organizational citizenship behavior (OCB), explore the relationship between organization justice, organization identity (OI) and OCB, so as to better carry out the education of young pioneers. This study adopts OCBS, OJS and the OIS of elementary school 3-6 grade 1200 young pioneers to carry out the survey, statistical analysis, the data found that the young pioneers' organization justice, OI and and OCB in grade, whether as a student cadres differences, the young pioneers OJ, OI and OCB between the positive correlation, OI working as an intermediary variable between OJ and OCB relationship between some intermediary role. Based on the analysis of research results, this paper proposes some strategies to improve the work of young pioneers.

Keywords: Organizational justice; OI; Organizational citizenship behavior; Young pioneers.

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1. Introduction

The Young Pioneers organization is a children's mass organization founded and led by the Communist Party of China. It is an organization to train socialist builders and successors. The Young Pioneers are members of the Young Pioneers organization and the object of organizational education. In recent years, with the advance of Chinese-style modernization, China has achieved the goal of the first centenary and embarked on a new journey towards the second centenary. Young pioneers as the class of socialism with Chinese characteristics, as the next one hundred struggle journey "long march", the young pioneers of the development of the cognitive, behavior is directly related to the realization of the second goal in one hundred, so cultivate the young pioneers of OI and OCB is the relationship between red country never change strategic, basic work. At the second plenary session of the eighth session of the National Young Working Committee, Fuzhi Zheng (2021) repeatedly pointed out that the young pioneers should enhance the organization of the young Pioneers and shape the sense of honor of the members. The OI of the young Pioneers is the sum of individual cognition, emotions and behaviors formed in the interaction with the organization. The content involves the specific aspects of the young pioneers' life of the young pioneers, including four aspects: the identity of the team members and the internal relationship of the organization, organizational activities, organizational culture and system (Chen, 2016).

Research points out that the young pioneers organization environment and atmosphere is the important factors affecting the formation and development of the young pioneers, the young pioneers organization mainly depends on primary and secondary schools, the young pioneers total counselor belongs to the school leadership, the young pioneers squadron founded in the school, so the young pioneers organization environment and school environment is difficult to distinguish, school environment is also an important factor affecting the degree of the young pioneers OI. At present, the construction of civic morality in China is progressing in an orderly way. As the main place to train children to grow up, it can affect the emotion of the young pioneers to school and the organization of the young pioneers. Therefore, the study of the moral atmosphere of the school plays an important role in the development of the team members. Through the existing research, it is found that: firstly, OCB is closely related to the OI. Also the OI of the young Pioneers is also an important part of the education of the Young Pioneers. The



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development of the young pioneers' OI and OCB directly affects the sense of honor of the young pioneers. For example, Moorman and other scholars develop the personality characteristics and psychological factors of organizational members in the research, which will have an important influence on the OCB of members, such as OI degree of members (Organ, 1993). In the context of Chinese culture, Chinese scholars Zhiqiang Yao and Wei Liu regard OI as the psychological connection between individuals and organizations, and believe that OI plays a role of motivation and maintenance in the process of the generation and development of individual behavior (Yao, Liu, 2011). Liping Dai believes that OI can be regarded as an internal incentive factor for OCB. Members of the organization have a strong sense of identity to the organization and are the first generation of OCB (Dai, 2010). Secondly, it has been found in existing studies that the impartial atmosphere of the organization has an important influence on the OI and OCB of its members. This study will be based on the theory of OCB, with the Young Pioneers as the research object, on the basis of previous research, to OJ as independent variable, OCB as a dependent variable, OI as a intermediary variable, explore the young pioneers OJ, OI and OCB status, and clarify the relationship between the three, explore the young pioneers' psychology and behavior development law, in order to improve the young pioneers education, improve the level of the young pioneers OCB to provide some enlightenment.

2. Study Design

2.1 Study Subjects

The research subjects are young pioneers from grade 3 to grade 6 in primary school. The questionnaires were distributed by random sampling, with a total of 1200 questionnaires. The actual number of questionnaires collected was 1114, the number of valid questionnaires was 1005, and the effective rate of the questionnaires was 83.73%. Among them, there are 569 boys and 436 girls, 169 young pioneers in grade three, 162 in grade four, 410 in grade 5 and 264 in grade six.

2.2 Research Tools

2.2.1 Organizational Citizenship Behaviour Scale (OCBS)

About OCB measurement tools, abroad has formed a relatively mature measurement questionnaire, but influenced by the differences between Chinese and western cultural background, Chinese scholars FanJing Li and others in considering the Chinese cultural background on the basis of OCB, formed under the context of Chinese culture OCB measurement tools. Therefore, this study is based on the organizational citizenship behavior scale of Chinese Organizations (Jing, 2016) developed by Jingli Fan in 2006, combined with the actual situation of the Young Pioneers, and formed the OCB of the Chinese Young Pioneers. The questionnaire is divided into three dimensions, respectively is the young pioneers individual self management and autonomy efforts of individual initiative level, help other young pioneers and promote the young pioneers organization internal harmonious interpersonal behavior level, actively participate in the team activities and advice and protection team organization resources to promote the development of the organization behavior, each dimension is composed of five projects, a total of 15 projects, using "strongly agree(5)" to "strongly disagree (1)" Lekert five level integral method, the higher the score, said the young pioneers organization the higher the level of citizen behavior. In this study, the questionnaire reliability coefficient was 0.867 and the validity coefficient was 0.931, and the questionnaire used in this study was valid.

2.2.2 Organizational Justice Questionnaire (OJQ)

This study of OJ for single dimensional variables, refers to the overall perception of justice degree of learning and work environment, so the questionnaire in the scholars of overall justice perception scale compiled by Ambrose and Scheminke (2009), based on the actual situation of the correction of the young pioneers organization, the questionnaire contains 6 items, the questionnaire reliability coefficient of 0.691, validity coefficient of 0.781, validity is good. This questionnaire adopts the Likert five-level score method from "strongly agree (5 points)" to "strongly disagree (1 point)". The higher the score, the higher the justiceness of the young Pioneers' organization.

2.2.3 OI Scale (OIQ)

In this study, the young Pioneers OI measurement questionnaire compiled by Runan Chen (Chen, 2010) was used to measure the degree of OI of the young pioneers. The questionnaire is divided into four dimensions, respectively

is the organization culture atmosphere, internal relations, organization activities and OI, using "strongly agree (5)" to "strongly disagree (1)" lekert five points score, the higher the questionnaire score said the young pioneers organization the higher degree of identity. In this study, the questionnaire reliability and validity was good, with a reliability and validity coefficient of 0.928 and 0.949, respectively.

2.3 Data Processing

The questionnaire data were analyzed using the SPSS 26.0 data software, including confirmatory factor analysis, one-way analysis of variance, correlation analysis, regression analysis, and mediation analysis.

3. Research Funding

3.1 The Descriptive Statistics of Young Pioneers' OJ, OI and OCB

3.1.1 The current situation of the young pioneers' OCB

Overall average score of civic behavior M= 4.398 ± 0.6 , As revealed by the T-test with the ANOVA, No significant difference in gender (P=0.434> 0.05), In the position situation (p=0.001, Significant difference in p <05.05), The OCB level of the young pioneer (M= 4.489 ± 0.546) is higher than that of the ordinary young pioneers (M=4.331 \pm 0.629); next, there are significantly in grade. By post-hoc comparison shows that: Firstly, there was no significantly difference between the third and fourth grades (p=0.942), There was no significantly difference between the fifth and sixth grades, (p=0.998); secondly, the OCB level of grade 3 (4.546 \pm 0.452) was significantly higher than that of grade 5 (4.336 \pm 0.633) and grade 6 (4.328 \pm 0.633), the OCB level of the young pioneers of grade 4 (4.514 \pm 0.555) is significantly higher than that of the young Pioneers of grade 5 and grade 6.

3.1.2 The current situation of the young Pioneers' OJ

The overall average score of young pioneers was M=4.204 ± 0.75 . There is no significant difference in gender and experience in Young pioneers' OJ, through T test and variance analysis shows that the young pioneers' OJ only have significantly differences in grade, through the comparison found that the young pioneers' OJ score decreased with the growth of grade, the difference among grade three, grade four, and grade five difference is not obvious, but sixth grade if obviously different from others.

3.1.3 The current situation of the young pioneers' OI

The overall average score of young Pioneers' identity was M=4.423 ±0.531. T-test and variance analysis showed that there was no significant difference in gender and working experience, but only in grade (P < 0.001). Through post-hoc comparison, it shows that the OI of young Pioneers in grade 3 is higher than other grades, grade 4 is higher than grade 5 and grade 6, and there is no significant difference between grade 5 and grade 6.

3.2 Analysis of the Correlation of OJ, OI and OCB

3.2.1 The relevance of young pioneers 'OJ, OI and OCB

In this study, Pearson correlation was tested between OJ, OI and OCB analysis. According to the test results, OJ, OI and OCB were positively correlated, and the correlation coefficient is shown in Table 1.

Table 1: Analysis of the correlation among OJ, OI and OCB of young Pioneers					
variable	OI	OCB			
OI	0.319**				
OCB	0.18**	0.387**			
Notes: **.At the 0.01 level (two-tailed	d), the correlation was significant.				

3.2.2 The correlation analysis of the young pioneers' OJ and OCB

The three factors of Young pioneers' OJ and OCB were taken as factors, and the results are shown in Table 2. As can be seen from Table 2, young Pioneers' OJ is positively correlated with OCB, and the correlation coefficient is between 0.12—0.18. It shows that the higher the degree of the young pioneers, the higher the level of the civic

behavior.

	Table 2: Correlation analysis between OJ and OCB of the Young Pioneers						
variable	Profit organization behavior	Personal initiative	altruistic behavior	OCB			
OJ .173**		.123**	.130**	0.18**			
Notes: ** At the 0.01 level (two-tailed), the correlation was significant.							

3.2.3 Correlation analysis of the dimensions of young pioneers' OI and OCB

The correlation analysis of the four factors and the three factors of OCB was taken as factors, and the results are shown in Table 3. As can be seen from Table 3, Young Pioneers' OI is positively correlated with OCB, with the correlation coefficient of 0.387. The four factors of OI are positively correlated with the three factors of OCB, and the correlation coefficient is between 0.147—0.749. It shows that the higher the degree of Young Pioneers' OI, the higher the level of OCB. Compared with young Pioneers' OJ, the degree of young Pioneers' OI has a greater impact on its OCB.

Table 3: Analysis of the correlation between Young Pioneers' OI and OCB

variable	OI	Organize cultural atmosphere	Organization internal relations	organize activities	OI
OCB	.387**	.340**	.320**	.346**	.371**
Profit organization behavior	.199**	.749**	.167**	.147**	.196**
Personal initiative	.389**	.641**	.308**	.372**	.372**
altruistic behavior	.382**	.725**	.327**	.346**	.362**
Notes: ** At the 0.01 level (two	o-tailed), the	e correlation was signi	ificant.		

3.3 The Simple Intermediary Effect of the Young Pioneers' OI

In order to further understand the relationship among Young Pioneers' OJ, OI and OCB, this study to OJ as independent variable, OCB as the dependent variable, OI as intermediary variable, respectively, testing OI in the intermediary role between OJ and OCB, and OI respectively in the OCB, personal initiative and altruism behavior the intermediary role of the three dimensions.

Firstly, through the regression analysis, the total effect coefficient of the independent variable (OJ) on the dependent variable (OCB) is tested. According to Table 4, F=79.913, P=0.000, c=0.167, indicating that the total effect of the independent variable (OJ) towards the dependent variable (OCB) was 0.167, the independent variable of OJ has a significant influence on the dependent variable (OCB), the model 1Y=0.167X+e1 was established, and the mediation effect was established. Then the young Pioneers' OI was included as the intermediary variable, and the path coefficient of the independent variable (OI) on the dependent variable was significant, b=0.369, c'=0.058, F=249.482, p=0.000. Finally, the test coefficient a, with OJ as the independent variable and OI as the dependent variable, gave a coefficient a of 0.296, F=267.569 and p=0.000. Therefore, model 2M=0.296X+e2 holds up with model 3Y=0.058X+bM+e3. According to the mediation effect test process (Wen, 2014) proposed by Zhonglin Wen (2014), when the coefficients a, b and c are significant at the same time, the theory of partial mediation effect of the mediation effect is M=ab/c=0.296 ×0.369/0.167=0.5944 (59.44%).

predicted variable	predictive variable	В	t	F	R^{2}
Organize civic behavior	justice organization	0.167	8.939***	79.913***	0.028
OI	justice organization	0.296	16.358***	267.569***	0.088
Organize civic behavior	justice organization	0.058	3.158***	249.482***	0.152
	IO	0.369	20.183***	249.482	

Secondly, to test the intermediary role of Young Pioneers' OI among OJ and OCB. With OJ as the independent variable, OI as the intermediary variable, and OCB as the dependent variable, the three-step regression method was tested for intermediary, and the results are shown in Table 5. From the test results of table 5, Young Pioneers' OCB and OI is directly effected by their OJ significantly, when the young pioneers organization into the regression model, the independent variable (OJ) on the path coefficient of variable behavior absolute value smaller (from 0.172 to 0.159), but still significant, that the OI in the young pioneers' OJ and OCB between some intermediary

role.

Table 5: The Model for the mediation effect between OJ and OCB							
Predicted variable	Predictive variable	В	t	F	R^{2}		
Profit organization behavior	OJ	0.172	9.236***	85.307***	0.028		
OI	OJ	0.296	16.358***	267.569***	0.088		
Profit organization behavior	OJ	0.125	6.482***	77.682***	0.053		
	OI	0.159	8.246***	//.082****	0.035		

Thirdly, the intermediary role of OI in the OJ and individual initiative was tested. Taking OI as the independent variable, OI as the intermediary variable, and OCB as the dependent variable, the three-step regression method was used to test the mediation effect. The test results are shown in Table 6. According to the test results: the young pioneers' OJ direct effect of individual initiative is significant, when put the young pioneers' OI into the regression model, the independent variable of the variable individual initiative path coefficient becomes insignificant (from 0.172 to 0.159), that the OI fully intermediary role between OJ and individual initiative.

Table 6: Model for the mediation effect of OI between OJ and individual initiative

Tuble of Mic							
Predicted variable	Predictive variable	В	t	F	R^{2}		
Personal initiative	OJ	0.123	6.528***	42.609***	0.015		
OI	OJ	0.296	16.358***	267.569***	0.088		
Personal initiative	OJ	0.007	0.403***	252.1***	0.154		
	OI	0.39	21.322	232.1	0.134		

Finally, to test the intermediary role of OI between OJ and altruistic behavior, taking OJ as the independent variable, OI as the intermediary variable and altruistic behavior as the dependent variable, using three-step regression. The test results are shown in Table 7. According to the test results: the young pioneers organizational justice direct effect of altruistic behavior is significant, when the young pioneers OI into the regression model, independent variable path coefficient is still significant, and the correlation coefficient, from 0.13 to 0.38, the organization between justice and altruistic behavior some intermediary role.

I uble 7	Tuble 7. examines the mediation effect between 05 and an usue behavior						
predicted variable	predictive variable	В	t	F	R^{2}		
altruistic behavior	OJ	0.13	6.892 ***	47.45***	0.017		
OI	OI	0.296	16.358***	267.569***	0.088		
altruistic behavior	OJ	0.017	0.93***	241.987***	0.148		
and uistic benavior	OJ	0.38	20.716***	241.90/	0.148		

Table 7: examines the mediation effect between OJ and altruistic behavior

To sum up, the OI of young pioneers between OJ and OCB part of the intermediary role, in the OJ and the young pioneers OCB dimensions, OI in OJ and OCB and altruistic behavior part of the intermediary role, justice and complete intermediary role in the individual initiative.

4. Study Results Discussed

4.1 Analysis of the Difference between OJ, OI and OCB in Grade

There are significant differences in the OJ, OI and OCB level of the young pioneers of different grades. This study found that with the increase of grade, the OJ, OI and OCB scores gradually decreased. Young pioneers education in our country implements the policy of partial whole children into the team, pupils in the second grade before all join the young pioneers organization accept organizational education, such to a certain extent, "indiscriminate" team makes the senior young pioneers in the stage of self consciousness development, in the pursuit of personalized stage aware of their young pioneers identity without difference, the "pupils are young pioneers" indifference weakened the young pioneers OI, honor, reduce the young pioneers showing good organization behavior will. Secondly, the emergence of this situation is related to the novelty of the young pioneers of different ages to the organization. The younger grades have a strong sense of novelty to the young pioneers organization. With the growth of age, the novelty of the young pioneers to the organization gradually decreases, so the degree of identity of the organization gradually decreases (Xu, 2021). The emergence of this phenomenon is closely related to the solidification of the young pioneers' activities, and the carrier and form of the young pioneers' practical activities can not keep up with the characteristics of the physical and mental development of children (Xiao, 2005). Although

China has issued the "Young Pioneers activity curriculum by grade implementation reference", In the speech of Junke He and Fuzhi Zheng at the Second Plenary Session of the Eighth Session and the Work Report of the Plenum issued in 2021, China's young Pioneers education and young Pioneers activities should be implemented in grades: lower grades highlight perceptual understanding, middle grades show facts, The reason behind the senior-inspired instance, but in the real practice of the young Pioneers' education, Young Pioneers activities basically rely on the experience and intuition of counselors, and staying in the indiscriminate level of activities. As a result, the young Pioneers 'education is not only not based on the law of children's physical and mental development, Long, repetitive, boring young Pioneers activities but reduce the enthusiasm of the young pioneers to participate in the activities, Weed its affection for the organization, Hindering the performance of its good behavior.

4.2 The Difference Analysis of the Young Pioneers' OCB in Whether to Hold the Organizational Position

There are significant differences in the level of OCB in the young pioneers' organization, that is, the OCB level of the young pioneers who serve as student cadres is higher than that of the young pioneers who do not serve as student cadres. This research conclusion is different from that of Suyan Guo (2021), which may be due to the different research tools used in the two studies and the regional differences in the distribution of the survey subjects. Student cadres have more opportunities to contact OJ in the organization, and at the same time, they are more clear about the regulations and requirements of the team organization, their own responsibilities and obligations, have closer contact with the organization, and have deeper feelings for the organization, so they can more spontaneously show OCB. Secondly, the primary school generally forms the young Pioneers by the class, class cadres are also young pioneers cadres, each young pioneers cadre is equipped with an eye-catching sign, is the "left upper arm" several red bars (Shen, 2012). The logo of the young Pioneers cadres always reminds the team cadres of the role of class organizer and service provider, which makes the team cadres form a good sense of responsibility, justice consciousness, consciousness of service consciousness and democracy consciousness in their daily work and study, and enhances the team cadres consciously practice the consciousness of OCB.

4.3 Analysis of the Relationship between OJ and OCB

In the correlation analysis of this study, OJ was positively correlated with the level of OCB (r=0.18, p < 0.05), that is, the higher their sense of OJ, the better their identity of the organization. This conclusion further confirms the findings of Farh, Podsakoff and Organ (1990), compared with other scholars studying the relationship between OJ and OCB. According to the study of justiceness theory, OJ refers to the overall perception of the organization members on the degree of justiceness in the learning and working environment, and the organization members' perception of the overall justice atmosphere within the organization can promote the prosocial behavior of the group. In this study, the young pioneers perception of OJ in a high level, shows that the young pioneers of the organization, within the right processing within the individual, so as to promote the young pioneers show a high level of OCB.

4.4 Analysis of the Relationship between Young Pioneers' OI and OCB

In the correlation analysis of this study, young Pioneers OI was positively correlated with the level of OCB (r=0.387, p <0.05), which further demonstrates the conclusion of Bergami and Bagozzi (2000) on OI and OCB (2000). At the second plenary session of the eighth session of the National Young Working Committee, Fuzhi Zheng repeatedly pointed out that the young Pioneers and shaped the sense of honor of the members (2021). As the important content of the fundamental task of the young Pioneers, it is an important channel to cultivate the young pioneers who "love the motherland, love the people and love the labor". From the perspective of OI, cultivating the young pioneers' identity with the organization is an important way for the young pioneers to internalize "love the motherland, the people and the labor" in their hearts and externalize it in their practice.

4.5 Young Pioneers' OI Plays an Intermediary Role between OJ and OCB

This study found that the young Pioneers' OI plays a partial mediating role between OJ and OCB. That is, OJ will not only have a direct impact on the young pioneers' OCB, but also through the indirect influence of the young pioneers' OI. The effect ratio of mediation effect was $M=ab/c=0.296 \times 0.369/0.167=0.5944$ (59.44%), and the mediation effect ab was 0.701, indicating that 59.44% of the influence of OI on the civic behavior of the pioneers Pioneers indirectly through the OI of the young Pioneers. The reasons for the analysis may be that the influence of OJ on the civic behavior of young Pioneers is affected by other variables, that is, when the organizational justice acts on the civic behavior of young Pioneers, it may be affected by organizational commitment, organizational

support, psychological authorization and other factors (Zhang, 2020). Secondly, the OI itself is also the antecedent variable of the organizational citizen behavior, which is an important factor affecting the organizational citizen behavior, thus reducing the influence of organizational justice on the organizational citizen behavior to a certain extent.

5. Research Enlightenment

Based on the results of this study, the following strategies can be adopted: Firstly, to develop a justice and just education and teaching mechanism, organization and management mechanism, to create a justice and harmonious campus atmosphere. The young Pioneers organization and the class collective should implement a justice and just student cadre appointment mechanism, and the young Pioneers organization should adopt the rotation system and the election system when setting up the team cadres, especially the squadron organization composed of the class as the unit. Class is the main "micro field" for the young pioneers to receive education in school, the recruitment mechanism of student cadres should try to "benefit" every member of the organization, cultivate the team members' consciousness of justice and democracy. Helping the team members develop good organized civic behavior, let every young pioneer know their own responsibilities and obligations. And in practice to make it for the organization, for the class, for the peer service; The young Pioneers' counselors should be justice. The Young Pioneers counselors are the guide for children's growth. Only when a counselor is just and treat every child in an impartial way, they can get the support and support of the team members. And then realize the team members' love and identity of the organization. In the end, to improve the OI degree of the young Pioneers, promoting the emergence of young pioneers.

Secondly, the young Pioneers organization should build and improve the step growth incentive system to encourage the young pioneers internal OI. Skinner, a famous psychologist, Skinner believes that individuals to achieve a certain behavior, when the behavior is beneficial to achieve the goal, the individual will repeatedly take this action repeatedly. With the development and reform of basic education in China, it is the basic principle of young Pioneers' organizational education to implement "all children join the team" and ensure that all children can receive organizational education equally. In order to ensure the continuous enhancement of the sense of identity and honor of the young Pioneers under the background of all children joining the team, the "different" method is adopted to join the team in batches, and creating a characteristic step incentive mechanism after joining the team is an important content to ensure the concrete, sustainable and normal stimulation of the inner sense of honor and identity of the team members. Grasp the three important time nodes of the team, the team and the team before the team, Combine pre-team education with team motivation, Implement the rules for Regulations, Through adequate pre-team education, specific entry standards, standardized entry procedures and solemn entry ceremony, Organized and batch to absorb school-age children to join the young Pioneers, Cultivate the sense of honor and organizational sense of belonging of the young Pioneers from the source (2019); Combine honor incentive, practice incentive and post incentive with team education, In the organization to carry out an orderly, characteristic, allround young eagle competition activities, Ensure that the sense of identity and honor continue to grow after joining the team, Combine organizational education with encouraging children's growth; Combine push incentives with team delivery, Joining the Communist Youth League to become a member is an important stage for the growth of the young pioneers. In order to ensure that the sense of identity of the young Pioneers of grade five and six does not retreat, the activities of promoting the league with the young pioneers should be included in the quantitative assessment of joining the league, so as to ensure that the members of the team leave the team do not slack off or retreat.

Thirdly, strengthening the effectiveness of activities and education, and integrate the cultivation of organized civic behavior into the daily activities of the young Pioneers. To improve the level of civic behavior of young pioneers is to continuously innovate and strengthen the educational effect of young pioneers 'education, and reduce the formalization, activity and entertainment of young pioneers' education. On the one hand, through the daily ideological and political education, post training, service work to enhance the sense of ownership of the team members, Enhance the young Pioneers' sense of responsibility, mission and service; On the other hand, the school should start the normal young Pioneers activities, Avoid "one policy, one event", "An inspection, an event", "A holiday, An activity "and other" performance " activities, To carry out practical activities and recreational and sports activities in a regular, planned and effective manner, Help the team members to enhance their sense of collective honor and belonging in their daily activities, Establish a good teacher-student relationship and peer relationship, Cultivate the young pioneers who love the collective, are ready to help others, and have noble morality.

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Author Profile

Fengqiong Zheng is a teaching assistant in Sichuan University of Science and Engineering and a master. Her research interests include Ideological education and higher education.

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