

Organizational Culture on Online Donation Willingness: Mediating Role of Donation Attitude in SNS Contexts

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ABSTRACT

This study aims to examine the factors influencing donation attitudes and willingness to donate via social networking services (SNSs), with a particular focus on exploring the mediating effects of donation attitudes and social network functions. A questionnaire survey was conducted among 357 Chinese social network users. Structural equation modeling (SEM) was employed to analyze the path relationships between variables and further test the mediating effects. The results indicate that Internet technology features and organizational culture not only exert a significant positive impact on donation attitudes but also indirectly influence the public's desire to donate via SNS through their impact on donation attitudes (mediating effects). Unexpectedly, charitable organizations exert an adverse effect on the public's willingness to donate using SNS. Although SNS functions can enhance donation attitudes, their mediating impact on willingness is not significant. The findings enrich research perspectives on digital philanthropy by highlighting the roles of Internet technology features, organizational culture, charitable organizations, and social network functions in influencing online donation behaviors. The study provides suggestions for enhancing trust mechanisms, strengthening technical support, and promoting cultural considerations of online fundraising platforms. The sample sources for conducting the questionnaire are all from China, lacking an international comparison.

Keywords: Social Networking Services (SNSs), Online Donation Intention, Mediation Effect, Organizational Culture, Digital Philanthropy.

INTRODUCTION

Due to socioeconomic changes, technological advancements, and globalization in recent years, charity has developed to varying degrees (Khan et al., 2023). Cultural, religious, and historical backgrounds often influence traditional charity. In contrast, modern charity is no longer simply an act of spontaneity (Bykov, 2015). Currently, many charitable activities rely on formal philanthropic organizations. With the rapid development of the internet, donation methods are no longer limited to traditional ways. Increasingly, people are choosing to donate through social media platforms. While enriching public participation in charity, donating through online social media has enhanced the accessibility and convenience of charity (Shi & Wu, 2023). According to the latest Charity Blue Book, the total amount of social donations in China in 2022 reached 140 billion yuan, which decreased 4.63% from 2021. Among these, corporate donations still accounted for the majority, with private companies donating over 10.1 billion yuan, which accounted for 50.55% of the total contributions from listed companies. In terms of individual donations, 23 philanthropists donated 100 million yuan or more in 2022, totaling 5.88074 billion yuan, which accounted for 73.52% of the total contributions from listed philanthropists. Despite an increase in large individual

donations, China's charitable contributions are still primarily driven by businesses. In China, there are three main ways to donate via mobile internet:

- [1] Government-built platforms (e.g., Zhejiang Donation, Zhejiang Friendly, etc.) – These government-hosted donation channels are more credible and provide safer and more reliable donation options.
- [2] 29 online fundraising platforms established by the Ministry of Civil Affairs (e.g., Tencent, Alipay, Taobao, Gongyi Bao, and ByteDance) –With a broad user base, these platforms can achieve large scale fundraising through their network effects.
- [3] Charity organizations' platforms– These include official websites, WeChat public accounts, mini-programs, apps, etc. The most popular online services in China are mainly operated by two domestic tech giants: Tencent, which operates WeChat, and Alibaba, which operates Alipay and Taobao. Together, these three donation platforms accounted for 92% of all donations in the first half of 2018. At the same time, these platforms continue to introduce new donation methods, and people are no longer limited to monetary and material donations. Currently, users can donate by playing games, collecting a type of "green energy" within the game, and planting virtual trees. As these trees mature, the Alibaba Foundation will plant real trees in desert areas, such as Inner Mongolia, to combat desertification. These engaging ways continually stimulate public participation in charity.

However, on October 1, 2019, a fundraising post titled Dad, Hang in There, You Have to Be Strong, You'll Get Better was published on the "Water Drop Fundraising" platform. The post described a man's father suffering from a brain tumor and the family's poverty, making it impossible to afford the high medical costs. After the post was published, over 500 netizens gave a hand, raising 15,011 yuan. Later, it was found that the man had used forged medical records to publish false pleas for help. Under such strict circumstances, the attitudes of Chinese people toward online donations need to be more comprehensively understood. With a focus on online charitable giving, this study will examine the key factors influencing individual donors' willingness to make donations. Additionally, SPSS and AMOS statistical analysis methods will be employed to process the data and assess the impact of various variables on charitable contributions.

LITERATURE REVIEW

Donation Willingness

Throughout history, Confucian thought has deeply influenced the Chinese people, giving rise to charitable ethics based on benevolence, such as "respect for the elderly, love for children," and "helping those in need." It has cultivated a moral concept of helping others (Guo *et al.*, 2021). Therefore, charity donations tend to be regarded as an altruistic act that demonstrates concern for others' well-being. As shown by some psychological and sociological studies, charitable behavior is not purely driven by selflessness. Charity can bring numerous benefits to the giver, including tax reductions at the economic level, public recognition of social wealth and status, and personal happiness from helping others (AbouAssi & Trent, 2016). Gender, work, and living regions also affect donation willingness (Mesch *et al.*, 2011). As revealed by research, women tend to be more active in charitable donations than men. An individual's income level also affects their donation behavior. High-income groups typically have a stronger capacity for donations and a greater sense of social responsibility, making them more proactive in charitable giving (Wiepking & Bekkers, 2012). According to the study by Dethier *et al.*, the transparency of information provided by charitable organizations, the public management of funds, and feedback to beneficiaries can increase donors' willingness to donate online (Dethier *et al.*, 2023). Overall, factors such as cultural background, gender, and income all influence the desire to donate.

Online Donation Willingness

Online charitable donation activities are conducted via internet platforms. Donors can make donations to charitable organizations or specific projects through online methods such as credit cards, PayPal, or bank transfers. This donation method not only breaks the geographical and temporal limitations of traditional donation models but also provides a more convenient and efficient donation channel. The internet has become an essential tool for charity, not only for raising funds but also for allocating grants, promoting charitable activities, and recruiting volunteers (Brooks *et al.*, 2021). When making online donations, donors prioritize simplicity and speed. They prefer websites where they can easily find the necessary information and details about the donation process, reducing time wasting and complexity (Küchler *et al.*, 2020).

Social Capital Theory

Social capital refers to the resources or abilities mobilized through social networks to achieve instrumental or emotional goals. As argued by Coleman, resources generated by relationships and networks in social structures (such as families, schools, and social networks) constitute social capital (Coleman, 1988). Social capital facilitates cooperation and reciprocity among individuals, reduces transaction costs, enhances trust, and improves the flow of information. The growth of social capital is dependent on trust, interaction, and mutual help between individuals.

In online donations, an individual's social network and trust are also essential factors in making donation decisions. As pointed out by Mollick, when donors receive information through social networks, especially when seeing friends or family participating in donations, they are more likely to donate. Social interactions enhance individuals' sense of participation and social responsibility (Mollick, 2014). As suggested by social capital theory, trust, networks, and group connections within social capital help promote information sharing and collective action, and play an active role in online donations (Cai *et al.*, 2021).

Theory of Planned Behavior

The Theory of Planned Behavior (TPB), proposed by Ajzen and Fishbein, posits that behavior intentions are influenced by attitudes and subjective norms, directly determining actual behavior. Three main factors affect the formation of behavioral intentions: an individual's evaluation of a behavior (attitude), perceived expectations from others (subjective norms), and perceived control over the behavior (perceived behavioral control) (Ajzen, 1991). These factors are important indicators of an individual's charitable donation behavior. According to TPB, whether to donate online is influenced by behavioral intentions. Donors with positive donation intentions and beliefs are more likely to follow through with the donation behavior.

RESEARCH DESIGN

Research Model

This research model explores how charitable programs, charitable organizations, Internet technology attributes, social networking functions, and organizational culture influence donors' willingness to donate using SNS through online giving attitudes. Due to different personal values as well as preferences, types of charitable programs attract different groups of people to donate (Sneddon *et al.*, 2020). Charitable organizations with open and transparent funds are more preferred by donors (Blouin *et al.*, 2018; Vieweg, 2018). The ease of operation for donors and the adequate, effective protection of their privacy will also increase their intention to donate. Strengthening user interaction and increasing the interest of users can also attract more donors (Lin *et al.*, 2014). Finally, a good organizational culture can enhance the prosocial tendency of employees, thus increasing their willingness to donate (Vieweg, 2018). In the questionnaire design, each latent construct was measured using multiple items (See the Appendix).

Based on the above external factors (charity project, charity organization, internet technology, SNS features, and organizational culture), attitude toward online donation was set as a mediating variable influencing the intention to donate via SNS—Figure 1 proposed path relationships.

Based on the above external factors, attitude toward online donation was set as a mediator variable to predict SNS-based donation willingness, and the model is schematically shown in Figure 1.

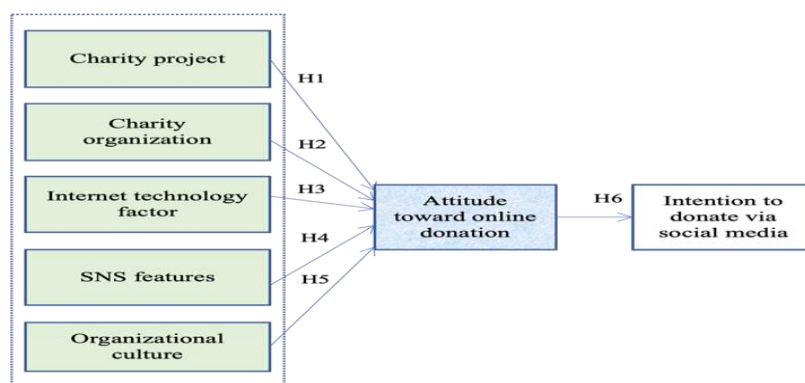


Figure 1: Research Model

RESEARCH HYPOTHESIS

Charitable Project

Ordanini *et al.* argued that how people donate through charitable programs is not limited to traditional philanthropic activities, but also through fundraising conducted through online platforms to support various social welfare objectives through digital channels (Ordanini *et al.*, 2011). The study found that a sense of power has an impact on the preference for donation programs. Individuals with a higher sense of control are more indifferent to others, more sensitive to opportunities, and tend to focus on how to optimize the current environment, and thus tend to participate in positive projects that can improve the social environment. In contrast, individuals with a lower sense of power are more sensitive to threats and tend to focus on how to avoid threats and the deterioration of the current situation, and thus are more inclined to participate in preventive projects that can prevent the decline of the social environment (Yuan *et al.*, 2023). Personal values also influence charitable decision-making, with individuals who emphasize “universalist-natural” values more likely to support environmentally oriented philanthropic projects. In contrast, individuals who emphasize “traditional” values are more likely to support religious or spiritual charitable projects (Sneddon *et al.*, 2020). The perceived urgency and relevance of charitable programs also influence people’s willingness to donate. During the COVID-19 pandemic, emergencies stimulated prosocial behaviors and led to a significant increase in the number of blood donors (Bilancini *et al.*, 2022), and Robson and Hart noted that trust in overseas aid charities was lower than trust in domestic causes, a difference that led to a greater willingness to donate to local charitable programs (Robson & Hart, 2021).

Therefore, the following hypothesis (H1) is made: donors’ perceptions of charitable programs significantly influence donors’ giving behavior.

Charitable Organization

A charitable organization is an organization whose primary goal is charity and social welfare (e.g., education, religion, or other activities that serve the public interest or the common good)(Reiling, 1958). With the popularity of the Internet, many Chinese charitable organizations interact with the public through social media platforms (e.g., Weibo, WeChat) to promote online donation activities. For example, the Red Cross Society of China aims to provide humanitarian assistance to those in need, and its official website and official microblogs offer the public convenient donation channels and information. Shier and Handy argue that donors' trust and perceptions of charitable organizations directly affect their willingness to donate online. Donors are more inclined to donate when they perceive the organization to be trustworthy, transparent, and operationally efficient (Shier & Handy, 2012). Katz pointed out that the organization's visibility and perceived performance positively affect donors' intention to donate (Katz, 2018). Blouin *et al.* argued that nonprofit charitable organizations that have access to financial information significantly outperform organizations that do not disclose their financial information in terms of their donation performance (Blouin *et al.*, 2018).

Therefore, the following hypothesis (H2) is made: donors’ perceptions of charitable organizations significantly influence donors' giving behavior.

Internet Technology Features

Amid the digital transformation of the philanthropic sector, an increasing number of people are using social media platforms for fundraising. Moreover, when donating through social media, whether people's privacy will be infringed upon and whether they will be subject to fraudulent behaviors has become the focus of concern. Acharya *et al.* (2025) found that more than 800 accounts were fraudulent, using fake fundraising sites and fake crowdfunding campaigns, through a study of platforms such as Instagram and Facebook, among others. This behavior reduces users' sense of security and trust (Acharya *et al.*, 2025). There is a positive relationship between donors' confidence in the platform and their willingness to donate, and the more users are aware of the platform's cybersecurity performance, the higher their willingness to donate (Lawson-body *et al.*, 2023).

Therefore, the following hypothesis (H3) is proposed: Donors' perceptions of the technical attributes of the Internet significantly influence their overall attitudes towards online donations.

Social Networking Functions

Social networks serve as a means of providing social support. Online social platforms increase users' intention to engage with SNS by providing emotional support, informational support, and networking support (Lin *et al.*, 2014). People interacting on social media (e.g., commenting, private messaging) can help increase satisfaction with

nonprofit entities. Some studies have shown that strategies based on emotional content are more likely to attract donors' attention and stimulate donation intention (Li et al., 2022). Additionally, social networking platforms attract donors through interactive games, photo sharing, and other engaging activities. For example, the Ice Bucket Challenge, which exploded in popularity in 2014, aroused widespread public attention to amyotrophic lateral sclerosis (ALS) patients, and the ALS Association in the United States alone received nearly 100 million dollars in donations (Davis & Lukomnik, 2014).

It is therefore assumed that donors' perceptions of social networking attributes significantly influence their overall attitudes towards online giving (H4).

Organizational Culture

Organizational culture is a crucial aspect of an organization. When employees are aligned with the norms and values of the organization, it enhances their sense of achievement and satisfaction, which leads to better achievement of organizational goals. Establishing a positive organizational culture is essential for improving organizational performance (Davis & Lukomnik, 2014). Also, employees' willingness to donate is significantly higher in an environment of high satisfaction and high organizational commitment than in a non-workplace state (Raman & Zboja, 2006). In addition, leaders' humility-oriented behaviors can enhance employees' self-efficacy and emotional trust, which, in turn, promote their prosocial behaviors. Team value alignment and prosocial behaviors mediate the relationship between leaders' perceived social responsibility and team members' psychological well-being (Jeong et al., 2022).

Therefore, it is assumed that a good organizational culture can influence employees' donation intentions (H5).

Attitude toward Online Donation

In behavioral science, "attitude" is usually defined as an individual's overall positive or negative evaluation of a given behavior (Wiepking & Bekkers, 2012). When people hold a more positive attitude toward donating through social media platforms, they tend to have a stronger intention to donate. Through effective promotion via social media, it is easier to elicit public resonance and enhance emotional empathy toward public welfare goals, thereby stimulating people's willingness to donate (Kurniawati et al., 2021). During the process of participating in charitable donations, donors invest their time, effort, and emotions, which generates a sense of psychological ownership. This emotional connection enhances donors' positive attitude toward donation behavior (Huvaj et al., 2023). When users hold a more favorable perception of social media platforms, it also influences their donation behavior. Some studies suggest that highly interactive platforms enhance users' trust in the platform, and such trust increases the perceived usefulness of the platform, thereby strengthening the intention to donate (Gefen et al., 2003).

Therefore, the following assumption can be drawn: when donors hold a positive attitude toward online donation, their willingness to donate can be increased (H6).

METHODOLOGY

Data Collection and Measurement

The samples of this study were all from Chinese users, and 357 valid questionnaires were collected through online questionnaires posted on social network platforms. Among the samples, 59.94% are male and 40.06% are female; 76.18% are concentrated between the ages of 18 and 50; the education level is high, 79.84% are college or above; 55.18% have a monthly income of more than 6,000 yuan. 78.71% of the respondents engage in donations via SNS platforms, and 21.29% donate offline.

In this study, five external factors (types of charitable programs, charitable institutions, Internet technology attributes, SNS platform characteristics, and organizational culture) were used as independent variables to influence donors' attitudes toward online giving, and thus their willingness to donate through SNS. The measurement items for each variable are detailed in the Appendix, and the scale was a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Preliminary Data Analysis

This study mainly employed quantitative research methods, collecting data. To test the suitability of the questionnaire data for factor analysis, the study first conducted the Kaiser-Meyer-Olkin (KMO) measure along with Bartlett's test of sphericity. The KMO value was 0.906, which is much higher than the judgmental criterion of 0.7,

indicating that there is a correlation between the variables and that the data are suitable for factor analysis (Hair, 2009).

The results of Bartlett's test of sphericity showed a chi-square value of 6153.544, a degree of freedom of 351, and a significance p-value of 0.000 (<0.001), indicating sampling adequacy for common factor extraction (Table 1) (Bartlett, 1950).

Table 1. KMO test and Bartlett's test

Bartlett's test of sphericity			
KMO value	Approximate Chi-square	df	P
0.906	6153.544	351	0

Note. KMO = Kaiser–Meyer–Olkin measure of sampling adequacy; Approximate Chi-square, df, and P represent the statistics from Bartlett's test of sphericity.

Six factors were extracted based on the feature root criterion of one, as described by Field (2024). The rotated variance explained by the six factors was 34.905%, 11.558%, 9.526%, 5.424%, 4.202%, and 3.704%, respectively. The cumulative explained variance reached 69.319%, indicating that the scale demonstrated robust structural explanatory power (Field, 2024).

The factor loading coefficients for the items on the extracted factors revealed that the majority of items had loadings greater than 0.5 on their corresponding factors, with statistical significance at the 0.05 level. Specifically, the "type of charity" had loadings ranging from 0.662 to 0.760, while the "Internet technology" component had loadings as high as 0.771 to 0.884. The "social networking function" exhibited loadings between 0.636 and 0.781. The "online giving attitudes" loaded between 0.816 and 0.831, with individual questions showing loadings slightly below 0.6. "Giving through SNS" showed strong loadings of 0.846 to 0.894, and "organizational culture" had loadings ranging from 0.524 to 0.619. These results suggest that most items have high loadings on their respective factors, signifying their ability to reflect the latent variables they represent effectively. However, some items exhibited moderate cross-loadings across factors (e.g., questions 1-14 loaded moderately on both factor 3 and factor 4). It could reflect respondents' difficulty in clearly distinguishing between the factors of "type of charity" and "charitable organization". Discriminant validity between these two factors will be further assessed in subsequent confirmatory factor analysis (CFA)(Hoyle, 2014) .

Furthermore, the extracted variance for the common factors showed that the majority of the items had variance values greater than 0.5, indicating that the latent factors were effective in explaining the variance of individual items. It further supports the scale's strong structural validity.

RESULTS

Validation Factor Analysis

To test the validity of the questionnaire, the CFA method was used to assess the convergent validity and discriminant validity of the model. The χ^2/df value of this model is 3.138, less than 5, which results in an acceptable model fit; the values of GFI, IFI, TLI, and CFI indices are all greater than 0.80, respectively; and the RMSEA index is 0.077, which is less than 0.10, which indicates that the model fit is good (Table 2).

Table 2. Model fit indices for CFA

Common Fit Indices	χ^2/df	RMSEA	GFI	IFI	TLI	CFI
Evaluation Criteria	<5	<0.10	>0.8	>0.8	>0.8	>0.8
Value	3.138	0.077	0.82	0.893	0.874	0.892

Note. χ^2/df = Chi-square divided by degrees of freedom; RMSEA = Root Mean Square Error of Approximation; GFI = Goodness of Fit Index; IFI = Incremental Fit Index; TLI = Tucker–Lewis Index; CFI = Comparative Fit Index.

Meanwhile, the standardized path coefficients of each question item on the factor to which it belongs are all above 0.7 or close to 0.7. In addition, the average variance extracted (AVE) values of the mean number of variances extracted from each variable are all at the required level of 0.5, and the CRs of the combined reliabilities are all more than 0.7, which indicates that the convergent validity is reliable. From the discriminant validity, it can be seen that the absolute value of the correlation coefficient between any two factors is less than the square root of the AVE of the corresponding factor, i.e., there is a certain degree of differentiation between the factors, i.e., the discriminant validity of the scale is reliable (Table 3).

Table 3. Pearson correlation analysis

	Type of charity	charity organization	Internet technology elements	social networking function	Organizational culture	Attitude towards online giving	Donate via SNS
Type of charity	0.713						
charity organization	0.646***	0.709					
Internet technology features	-0.001	-0.023	0.795				
social networking service features	0.438***	0.588***	-0.03	0.755			
Organizational culture	0.475***	0.471***	-0.024	0.572***	0.769		
Attitude towards online donations	0.357***	0.364***	0.152**	0.547***	0.616***	0.74	
Intention to donate via SNS	0.380***	0.323***	0.053	0.507***	0.751***	0.632***	0.92

Structural Equation Modeling

It has been confirmed that the model has acceptable validity. To verify the consistency of the theoretical model and the sample data, we test the overall model fit. The chi-square degrees of freedom ratio (χ^2/df) value of this model is 3.666, less than 5, which results in an acceptable fit; the values of the GFI, IFI, TLI, and CFI indices are all greater than 0.80, respectively; and the RMSEA index is 0.087, which is less than 0.10, which indicates that the model has a good fit (Table 4).

Table 4. Model Fit Indices in Structural Equation Modeling (SEM)

Common Fit Indices	χ^2/df	RMSEA	GFI	IFI	TLI	CFI
Cutoff Criteria	<5	<0.10	>0.8	>0.8	>0.8	>0.8
Value	3.666	0.087	0.805	0.864	0.843	0.863

Note. All fit indices meet recommended thresholds, indicating acceptable model fit.

As shown in Table 5, there is a specific positive effect of the type of charity on online donation attitude, but its effect is not significant (standard path coefficient is 0.138, $P=0.147$). On the contrary, charitable organizations have a significant negative impact on online donation attitudes (standard path coefficient is -0.268, $p=0.015$), which indicates that some characteristics of charitable organizations may inhibit individuals' willingness to donate online. Internet technology elements have a significant and positive impact on online donation attitudes (standardized path coefficient of 0.177, $p<0.001$), indicating that factors such as the convenience of Internet technology can effectively promote individuals' positive attitudes toward online donations. The effect of social network function on online donation attitude is more significant (standardized path coefficient is 0.320, $p<0.001$), indicating that the interactivity and dissemination of social networks play an essential role in enhancing individuals' willingness to donate online. Organizational culture has the most significant effect on attitude toward online donation (standard path coefficient is 0.698, $p<0.001$), which indicates that organizational culture plays a central role in shaping individuals' attitude toward online donation.

Table 5. Structural equation path coefficient analysis

Path	Standardized Path Coefficient	Unstandardized path coefficients	S.E.	C.R.	p
Type of charity-->Attitude towards online giving	0.138	0.205	0.141	1.449	0.147
Charity organization-->Attitude towards online giving	-0.268	-0.352	0.144	-2.437	*
Internet technology elements-->Attitude towards online giving	0.177	0.16	0.038	4.197	***
Social networking function-->Attitude towards online giving	0.32	0.408	0.104	3.918	***

Organizational culture-->Attitude towards online giving	0.698	0.729	0.085	8.556	***
Attitude towards online giving-->Donate via SNS	0.817	0.881	0.069	12.714	***

Note. *p< .05; **p< .01; ***p< .001. S.E. = Standard Error; C.R. = Critical Ratio

Mediating Effect

The mediating effect analysis shows that the Internet technology elements and organizational culture have a significant mediating effect on donation behavior via SNS through online donation attitude, while having an impact on online donation attitude. Specifically, the mediating effect of Internet technology elements on donations via SNS through online donation attitudes is significant (mediating effect value of 0.145, p=0.002), indicating that Internet technology not only directly affects the individual's attitude toward donations, but also influences their actual donating behaviors through this attitude. The mediating effect of organizational culture is even more significant (mediating effect value of 0.570, p<0.001), which indicates that organizational culture not only directly affects the attitude of online donation, but also has a significant impact on the donation behavior through SNS through this attitude. However, the mediating effects of charity type, charity organization, and social network function on donations through SNS are not significant, indicating that although these factors have some influence on online donation attitude, their impact on actual donation behavior is not significantly reflected through the mediating path of online donation attitude (Table 6).

Table 6. Analysis of the mediating effect

Path	Mediating Effect Value	Boot SE	Boot LLCI	Boot ULCI	p	Test Conclusion
Types of charity-->online giving attitude-->donate via SNS	0.113	0.122	-0.079	0.379	0.215	Not Significant
Charitable organizations-->Attitude towards online giving-->Giving via SNS	-0.219	0.175	-0.605	0.045	0.103	Not Significant
Internet technology features-->attitudes towards online giving-->donating via SNS	0.145	0.037	0.064	0.209	**0.002	Significant
Social Networking Features-->Internet Giving Attitude-->Donate via SNS	0.261	0.125	-0.01	0.478	0.062	Not Significant
Organizational culture-->attitudes toward online giving-->giving through SNS	0.57	0.213	0.19	0.946	***0.001	Significant

Note. *p< 0.05, **p< 0.01, ***p< 0.001. Boot SE = Bootstrap standard error; LLCI = Lower limit of 95% confidence interval; ULCI = Upper limit of 95% confidence interval. A mediating effect is considered significant if the 95% CI does not include zero.

CONCLUSION

Through a questionnaire survey of 357 Chinese social network users, combined with structural path analysis and mediation effect test, this study proposes a more complete model of donation willingness, which covers the real factors such as Internet technology, social networking function, organizational culture, etc., and systematically researches the influencing factors affecting people's donations through the use of SNS. The results show that internet technology, social network function, and organizational culture have a significant positive influence on the attitude of online donation: among them, the influence of organizational culture is the strongest, which indicates that the values of the platform guide the user's attitude to donate. Charitable organizations have a negative attitude towards online donations, which we believe is due to the lack of trust in the credibility of the organization and the lack of transparency in the disclosure of information about charitable organizations and the destination of donations in China, leading to public dissatisfaction. Meanwhile, the analysis of the mediation effect shows that Internet technology and organizational culture directly affect the attitude of donation. Also, the donation attitude indirectly affects the masses through SNS donation behavior, in which the mediating path effect of organizational culture is significant (mediating effect value = 0.570, P<0.001) to strengthen the role of donation attitude in the process of behavioral conversion. The social network function did not show a mediating effect in the structural path. Although social network function has a significant positive impact on online donation attitude, it cannot significantly mediate

the final donation behavior through attitude, which suggests that future research can deeply explore the complex mechanism between SNS interaction and behavioral conversion.

In order to better enable the public to donate through SNS, we believe that first of all, we should 1) enhance the transparency of the platform, reshape the user's trust in the platform; 2) optimize the platform's interface and technological convenience, security and convenience to improve the willingness to donate to the network of the basic conditions; 3) build a positive organizational culture, stimulate the user's emotional involvement, so that the user to get more sense of identity.

Nevertheless, this study has certain limitations. The sample sources for conducting the questionnaire are all from China, lacking an international comparison. The measurement of donation behavior remains at the level of behavioral intention, lacking the support of actual donation records. Future research can consider expanding samples to enrich the diversity of respondents, combining platform behavioral data with experimental design further to enhance the depth and empirical strength of the study.

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