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**THE IMPORTANCE OF HUMAN RESOURCES
AND THEIR COMMITMENT IN THE DON BOSCO
FEDERATION OF THE VALENCIAN COMMUNITY**

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1. INTRODUCTION

In today's business world, human resources management is an issue of great importance, because they are a determining factor that provides organizations with a competitive advantage and a way to achieve success. It is therefore essential to carry out actions in order to achieve a real commitment of human resources in organizations.

To achieve this organizational commitment, it is essential to have clear principles and objectives about what the company wants to offer to society. In order to enhance commitment, it is essential to motivate and encourage the people involved in an organization to take on responsibilities and challenges, with the aim of achieving improvements both in the system itself and in society in general. It is also important that companies are able to meet all the needs of each member to encourage their participation and loyalty in the organization.

This study will analyze those aspects that influence the motivational capacity and commitment of the human resources of a non-profit organization, and what are the elements that make it possible to encourage this participation and their commitment to others. In other words, the aim of this study is to find out the values shared by each member of the Don Bosco Federation and how they influence their capacity for motivation and their commitment to the association.

The research has arisen out of both personal and professional interest in exploring non-profit organizations in greater depth. This is due that over the years they have become important entities for the betterment of society, in addition, they are often considered as a reference for the rest of traditional organizations due to the way they manage and coordinate their human resources. My interest in the object of study focused on how the beliefs shared by the people who participate in these types of organizations affect the way in which they continue to offer their time and efforts to dedicate themselves to others on a completely voluntary basis, and how they continue to drive the motivation of these individuals to develop a greater commitment.

The study is divided into several parts. Firstly, the theoretical framework is addressed, defining the idea of the Third Sector and its characteristics in to understand the concept of non-profit organizations. Next, the importance of human resources and the role they play in organizations is explained. In the following section, the different human values that are essential to achieve a better functioning of the organization are explained. It also shows how the different values affect the motivation capacity of each member. To conclude the theoretical framework, it is concluded how all these elements mentioned

above influence the commitment of the people involved in this association. Next, the research design begins, where the objectives, the methodology used throughout the study, the techniques used to collect the data and the methods used to analyze them are formulated. Finally, the results of the research are reflected, through the collection of information from the questionnaire and the interviews, and the conclusions of the study are made clear.

2. THIRD SECTOR ORGANIZATIONS

Resources and capacities are fundamental for all organizations as they contribute to their development and sustainability. However, non-profit organizations have certain peculiarities that, in some aspects such as resources and capacities, allow them to differentiate themselves from other organizations and to be managed with a different approach and style.

When we talk about non-profit organizations, we refer to the concept of the "Third Sector". The third sector is conceived as a socially differentiated space which is governed by other laws, that is, the social economy. These organizations are not primarily for profit or political gain, because they are characterized by nobility and loyalty. They are different and distant spaces situated between the state and the market, made up of multiple non-profit organizations such as sports, cultural, religious, environmental, health, etc. associations (Chaves and Monzón, 2001). (Chaves and Monzón, 2001).

All the organizations mentioned above are grouped in this sector, which is also called the non-profit, voluntary or independent sector.

The Third Sector experiences a heterogeneous reality since, on the one hand, it is a sector distant from both the state and the market, but, on the other hand, it depends on both to be able to obtain the necessary funds to carry out its activity.

Non-profit organizations have differences that distinguish them from the generic aspects of organizations operating in any field. Some of the differences are as follows (Salamon and Anheier, 1992):

Firstly, the main objective of most organizations in general is to maximize profit. However, in the case of non-profit organizations, there is no economic profit as a primary principle. Moreover, the objectives of non-profit organizations are aimed at transforming or changing society, that is, they are social in nature.

This sector obtains its income, to be able to obtain the necessary resources to carry out its activity, through public and private financing, so there can be a great financial dependence on the part of these.

Finally, one of the most important characteristics that differentiate non-profit organizations from the rest is the way in which all the processes that make them up are carried out. That is, they are organizations that are characterized by a greater commitment, principles of social responsibility, participatory decision-making processes and social values, which allows them to be distinguished from other organizations, as they are characterized by these unique features.

Voluntary entities did not become politically relevant until the 1980s and 1990s, however, in recent years they have grown and developed exponentially (Kramer, R.M., 2000). There is no concrete definition of this sector, as it has only recently started to emerge, so we can find debates on how to establish the methods to include the different entities that compose it. (Plataforma de ONG de Acción Social, 2020). The fact that there is no single definition is due that this sector is understood neither as a public sector nor as a for-profit sector.

Law 43/2015 of 9 October 2015 on the Third Sector of Social Action establishes that:

"The entities of the Third Sector of Social Action are those organizations of a private nature, arising from citizen or social initiative, under different modalities, which respond to criteria of solidarity and social participation, with general interest and non-profit purposes, which promote the recognition and exercise of civil rights, as well as the economic, social or cultural rights of persons and groups suffering from conditions of vulnerability or at risk of social exclusion" (Official State Gazette, 9 October 2015).

However, other authors consider that the concept of the Third Sector can be defined using a two-pronged approach (Chaves and Monzón, 2000):

On the one hand, the Social Economy approach, also known as the European approach. This approach refers to a part of the economy made up of private entities, which have certain qualities in common. Some of these qualities are the objective of prioritizing service to the people who are part of this group, rather than profit and, in addition, putting the needs of society above the distribution of income.

On the other hand, the non-profit sector approach, of Anglo-Saxon tradition. This approach only includes those private organizations that offer benefits to their own members, so that, for an organization to be part of the Third Sector with respect to this approach, it is necessary to fulfil some basic requirements (Salamon and Anheier, 1992).

However, it aims to relate the Non-Profit Sector to the Third Sector by using the Principle of Non-Distribution of Benefits (PNDB), which is made up of rules of behaviour consisting of the prohibition of distributing the profits of the organizations among their members.

Salamon and Anheier (1997), after conducting three research studies, establish a series of key elements, which encompass a definition of the Third Sector.

The first fundamental component is that the Third Sector must be formally constituted by an internal structure, be legally recognized by the institutions and be in possession of clear objectives.

The private character is another key element, that is, organizations that are part of the non-profit sector do not have to belong to or be run by the public sector.

The main objective of these entities is to carry out non-profit activities, in other words, their purpose is not to generate profits for themselves. In the case of obtaining income, this income does not have to be distributed among the owners, administrators or directors, and must be reinvested in the organization itself.

The activities carried out in this sector must be managed by the people who are part of the organization, with the aim of ensuring self-governance and autonomy of the organization.

Finally, the people who participate in the Third Sector have a high degree of voluntary action, as they are the ones who have to decide whether or not to intervene in this type of entity. Volunteers must give their time without receiving any remuneration in return, as they have decided to collaborate without any kind of external imposition. There are also some non-profit institutions that, on a voluntary basis, are linked to this sector with the aim of supporting their cause by donating a certain amount of money.

3. HUMAN RESOURCES AS A VALUABLE RESOURCE

According to the authors Papalexandri and Bourantas (2002), human resources management is present in all types of organizations because it is an essential element, which aims to establish activities linked to the coordination of their human potential. Human potential is considered by organizations as the most valuable and necessary asset to achieve competitive advantage (Bonache, 2002), for this reason, it has been consolidated as a strategic value (Storey, 1998).

Walker (1994) states that integrating people into organizations enables solutions to complex setbacks or problems associated with organizational success. This integration

refers to including human resource management in the formulation of the organization's strategy, in correspondence with the strategic requirements of the organization.

Today, organizations are challenged by dynamic environments and must constantly adapt to changes in the environment to improve profits (Robbins, 2005). For this reason, systems are forced to continuously change their strategies, so these changes affect the way they organize their human resources. Therefore, it must be ensured that the right human resources with the right knowledge, skills and abilities are in place to make these changes that affect the whole organization (Losey, 2005).

The future of organizations is based, not only on competing for products or services, but also on taking into account the talent of human resources, since the aim is to find highly motivated individuals who want to achieve high profits. Therefore, the new century is constituted by the emergence of a new generation of human resources, especially young people, who are looking for an organization that will keep them satisfied in exchange for loyalty and commitment (Taylor, 2001).

Over the last few years, human resources in the Third Sector have occupied a very important role, as the ability to satisfy volunteers and to develop a favourable society is one of the main topics of the present day (Cavanagh, McNeil and Bartram, 2013).

To manage non-profit organizations properly, it is necessary to have the support of human capital to carry out programs, create projects or offer services (Sowa and Sandfort, 2006). The people in these organizations are the driving force and the main source of competitive advantage. These types of organizations benefit from having a large pool of talent, however, the participation of volunteers in these types of organizations is decreasing, even though there is a greater need for the goods and services offered by these organizations (Cuskelly, 2004).

Also, the main drawback of volunteering is that these participants are not very knowledgeable about technical aspects, methodologies and appropriate tools, so they are required to have a professional perception and knowledge.

Non-profit organizations are made up of a group of individuals, which allows them to be perfectly coordinated and managed and, at present, to continue to grow and evolve. We can divide these individuals into two groups: on the one hand, those who participate in this sector purely of their own free will, on a purely voluntary basis, and those who participate in carrying out activities or services without receiving any kind of monetary reward in return. On the other hand, there are people who have a more professional and

bureaucratic structure, and they are take care of all those legal and administrative aspects, which volunteers cannot carry out due to lack of knowledge (Kotsioni, 2006).

The majority of the society that participates in this type of entities is the youth, as they consider that due to their involvement, they will be able to obtain knowledge, experiences, skills, competences, etc. very enriching for their daily life, but, above all, for their professional future (VPRC Institute, 2002).

The new changes, defined above, require the availability of high levels of trust, commitment, and creativity on the part of the organization's human resources. For this reason, García and Dolan (1997) propose the Management by Values model based on a system oriented towards excellence, with the aim of transforming the organizational culture. With this method, the aim is to establish final values through training and development processes by human resources management, with the objective of creating an atmosphere of trust, a balance between personal values and the values of the organization, an improvement in working conditions and an adequate quality of life at work.

4. AGREEING ON VALUES WITH THE MEMBERS OF THE ORGANIZATION

Organizations function better when there are variables such as organizational culture and values. These elements are essential to ensure that the people who form part of the organization feel motivated, share objectives, coordinate with each other in to be more efficient and achieve greater loyalty to the organization. Furthermore, values are considered they are responsible for the success of most organizations (Mitchell and Oneal, 1994).

Organizational culture can be defined as "what identifies an organization, what promotes among its members a sense of belonging, by professing the same values, beliefs, rules, procedures, norms and language" (Mendoza, Hernández, and Salazar, 2008).

With respect to values, according to Rokeach and Ball-Rokeach (1989), this concept is considered by social psychology to be one of the few ideas that have been used correctly in all the disciplines of the social sciences. The concept of value has its origins in the field of economics used by Adam Smith and, over the years, it has been developed in other areas and in other spheres of human life (Remolina, 2005). Values are a fundamental element in organizational culture (O'Reilly and Chatman, 1996; Schein, 1985), but there is also no agreement on their nature, that is, there is no consensus on how to conceptualize, define and measure them.

Some of the established definitions of the concept of value are as follows:

For Schwartz (1999), people conceive the concept of value as something they really want, related to aspects of their life. Furthermore, this author considers values to be a "motivational construct" because they are ideals linked to emotions and become ambitions that people strive to master (Schwartz, 2006a).

According to Kuczarski (1999) values are desires, goals, aspirations, thoughts and assumptions shared by a group of people that show the principles and ideologies of the members of that group.

Paiva, Torres and Luz (2014) state that values are found in the subconscious of people, influencing everyday behaviour in an intangible and insightful way. These authors consider that values are the fundamental element of personality in organizations and, carrying out research on them facilitates the identification of what is essential and indispensable for the people who form part of the company.

Rokeach and Regan (1980) define values as an element common to all people. Values manifest the way, according to how they believe, people must carry out their behaviours in certain situations, as these behaviours and attitudes are considered by society as a required and expected element.

Looking at the different authors' definitions of values, we can see that they are all related to people's ideas, behaviours and norms of conduct. They are elements that are acquired through the process of socialization, which enables individuals to be able to be both a product and a producer of that organizational culture.

Rokeach's (1973) theory proposes the presence of two types of values:

On the one hand, the first type of value refers to when people attribute value to objects, situations, experiences, achievements... These are values that have importance because there is a relationship with other situations or objects, in the same way, they are essential for other results, experiences, objects... In other words, the fact of giving importance and valuing some of the factors mentioned does not depend solely on the capabilities of the person, as it is a subconscious and automatic process, in which value is assigned without being aware that you are doing it (Locke, 1975).

On the other hand, the other type of value is used to differentiate and describe the person with respect to the object. According to Rokeach (1973) this type of value is subdivided into two: instrumental and terminal.

When we speak of terminal values or "desirable end states" they are those that are aimed at the pursuit of higher goals with respect to biological needs, rather, they are the goals that people want to achieve during their lifetime. Some values related to this type can be: a comfortable life, sense of achievement, freedom, social recognition, happiness, etc.

Instrumental values are the desirable means or behaviours by which a person employs and strives to achieve his or her ultimate goals, that is, to achieve the terminal values. Ambition, courage, responsibility, independence, imagination, etc. are examples of instrumental values.

Table 1. List of terminal and instrumental values on the Rokeach scale.

Terminal values	Instrumental values
A comfortable life (a prosperous life)	Ambition (worker, aspiration)
An exciting life (a stimulating, active life)	Open-mindedness (broad-mindedness)
A sense of achievement (lasting contribution)	Capable (competent, effective)
A world of peace (free of war and conflict)	Pleasant (carefree, pleasurable)
A world of beauty (beauty in nature and the arts)	Clean (tidy, neat)
Equality (brotherhood, equal opportunity for all)	Courage (stand by your beliefs)
Security in the family (caring for the loved ones)	Forgive (willing to forgive others)
Freedom (independence, freedom of choice)	Helping (working for the welfare of others)
Happiness (satisfaction)	Honest (sincere, truthful)
Internal harmony (absence of internal conflict)	Imaginative (bold, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-reliant)
National security (protection from attack)	Intellectual (intelligent, thoughtful)
Pleasure (a life of pleasure, free time)	Logical (consistent, rational)
Salvation (saved, eternal life)	Amoroso (affectionate, tender)

Self-respect (self-esteem)	Obedient (compliant, respectful)
Social recognition (respect, admiration)	Polite (courteous, well-mannered)
True friendship (close companionship)	Responsible (reliable, safe)
Wisdom (a mature understanding of life)	Self-controlled (restrained, self-disciplined)

Source: Robbins and Judge (2013).

When people share similar value systems, they tend to receive similar external stimuli and, moreover, to behave in similar ways. This allows them to be able to predict the behaviour of other individuals and, consequently, to be able to organize themselves more effectively. Therefore, sharing value systems among the members of an organization favours the creation of a culture, which makes it possible to build the necessary interactions between people, with the aim of achieving common objectives (Kluckhohn, 1951).

5. INFLUENCE OF VALUES ON MOTIVATIONAL ABILITY

The concept of motivation is very complex to define, since the motivational capacity may be different for one person than for another. However, there is a distinguishing characteristic that allows the identification of motivational ability as being goal-directed (Lawler, 1994).

We can find a lot of theories about motivation in which they state what is really important for people, however, some of these theories differ, because the motivational factor is not common (Rev. De Investigación UNMSM, 2005).

As mentioned above, according to Schwartz (1994) values are considered a motivational element, since they are ideas related to the objectives that individuals desire, they allow them to be motivated to carry out actions in to achieve their goals.

This author states that human values are grouped into three essential requirements, such as: the biological needs of individuals, coordinated social interactions, and the needs for survival and the well-being of society in general. For people to be able to achieve these goals in a coordinated way, they must be expressed as values. For this reason, according to Schwartz, values appear as a cognitive concept of these needs transformed into conscious goals.

However, certain incompatibilities between values arise, as different desirable goals may have different priorities at the same time. (Schwartz and Bilsky, 1987).

Another of the best known theories of motivation is Maslow's Hierarchy of Human Needs (1956). In this theory, the author states that human motivation is based on the willingness to please and satisfy needs and proposes a hierarchy of needs. The pyramid of the hierarchy of needs is made up of five levels ordered in an ascending order, according to human needs and their importance, both for the survival of the individual and for his or her motivational capacity. (Annex 1). At the base of the pyramid, we find the basic needs, the first four levels being the survival needs. At the top of the pyramid, we find the fundamental needs referred to as "growth motivation".

According to Maslow (1943), when a lower level need is satisfied, people tend to want to satisfy other higher level needs. That is, when the need is satisfied, the person is no longer motivated by this need and wants to satisfy other needs, becoming another motivational factor.

However, there are individuals who do not meet the needs at the top of the pyramid due to a discrepancy in priorities. There may be individuals who prefer to seek and be concerned with self-fulfillment needs, or others who are simply satisfied with meeting basic or physiological needs. Furthermore, he states that all people possess more than one motivation at the same time, as the different levels of the pyramid develop together in the organism. For this reason, this author considers that, in order to satisfy the higher level needs, it is necessary that the lower level needs are satisfied, in this way, people will be motivated to seek their satisfaction (Maslow, 1987).

From Baron's (1991) point of view, motivation in the workplace is one of the most important elements in achieving employee satisfaction. Therefore, he states that motivation is a variable that prompts individuals to act to achieve success in the workplace. This type of motivation is referred to as "work motivation" and allows for research on work style, intensity, duration, behaviours, incentives, etc.

One of the most influential factors for volunteers, when initiating and maintaining voluntary action, is motivation. Motivation is considered the one of the essential personal motives for volunteering. For this reason, it is understandable why people volunteer without receiving any kind of monetary reward in return (Bang and Ross, 2009).

To understand the reasons why people undertake voluntary actions, the "Social Exchange Theory" is established. This theory posits that volunteering is driven by the exchange of rewards that the individual expects to receive. In addition, people try to achieve their goals at the lowest possible cost and aim to benefit supremely from the rewards by creating social relationships with other people or organizations. Once they have achieved their goals and obtained their rewards, people establish a closer

relationship with both other individuals and the entities themselves (Thibaut and Kellet, 1959).

Munro (2001) states that the main problem faced by non-profit organizations is to know what motivates people to participate in this sector. Therefore, he states that one of the important motivational functions that encourage volunteers to collaborate are the shared values among the people who form part of this type of organization, as they are considered the main reason for carrying out voluntary actions.

According to Thibaut and Kellet (1959), people who believe that they will be able to achieve their goals and satisfy their needs through volunteering are those who will be more involved in service. These people decide to devote their time and effort to volunteering in organizations because they agree with and share their core values and, as a result, a commitment to these organizations follows. The various reasons why people decide to volunteer can be related to organizational commitment.

6. ORGANIZATIONAL COMMITMENT

Authors Porter and Smith (1970) state that an individual is committed when he or she has a need to remain part of an organization, especially, when he or she is willing to go the extra mile on behalf of the organization and when he or she has internalized the organization's values, beliefs and goals as his or her own.

Individuals, who commit themselves to participate in an organization, manifest specific attitudes and behaviours because they believe it is the morally right thing to do (Wiener, 1982). Vardi and Wiener (1996) argue that commitment is based on people's loyalty to the organization during the socialization process. However, Cohen (2007) considers that commitment arises prior to joining the organization.

Meyer and Allen (1991) argue for the existence of different types of commitment:

Firstly, affective commitment is defined as a feeling of connection of the individual to the group, to the objectives of the company and to the organization itself, as long as they coincide in values and vision (Mowday, Porter and Steers, 1982). The authors Meyer and Smith (2000) define it as an emotional or psychological affection for a person and recognition and collaboration in the organization.

Secondly, the commitment to continuity, which causes the person to feel a sense of remaining in the organization due to certain factors such as lack of alternatives, feeling of abandonment, time and effort invested, etc. (Culpepper and Gambe, 2004; Commeiras and Fournier, 2001). In other words, people stay in the organization because

they do not have a better option, since, if they had a superior job alternative, they would not question leaving their current organization (McNeilly and Russ, 1992).

Finally, normative commitment refers to individuals' compliance with social rules and norms of action, with the aim of achieving their goals and interests (Fu, Bolander and Jones, 2009). In addition, it can be seen as a sense of reciprocity, having to repay the good relationship offered by the organization (Meyer and Allen, 1991).

Therefore, we can conclude with the existence of three types of commitment within the organization: willingly because people want to and have created an emotional bond with the entity (affective), because they need to stay and consider it an obligation (continuous) and because they contemplate that they must do it as they think it is a moral obligation (normative) (Gallardo & Triado, 2007).

As a consequence of the different types of organizational commitment, the effects on the behaviours and behaviours of the people, who are part of the organization, will also vary and, therefore, the commitment involved (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

To measure organizational commitment, Meyer and Allen (1991) established a scale consisting of 18 items, covering its three dimensions of commitment (affective, continuance and normative). The items in each dimension are as follows:

Table 2. Affective Commitment Scale (Arciniega, 2006)

Affective commitment
I have a strong sense of belonging to my company.
This company has great personal significance for me
I feel like part of a family in this company.
I really feel as if this company's problems are my own problems.
I enjoy talking about my company to people outside my company.
I would be very happy to spend the rest of my working life in this company.

Source: Arciniega (2006)

Table 3. - Commitment to continuity scale (Arciniega, 2006)

Commitment to continuity
One of the main reasons for continuing to work for this company is because another company could not match the salary and benefits I have here.

I think I have too little chance of getting another job like this to even consider leaving this company.
One of the main reasons why I continue to work in my company is because it would be difficult for me to get a job like the one I have here.
Right now it would be very hard for me to leave my company, even if I wanted to.
Too many things in my life would be interrupted if I decided to leave my company now.

Source: Arciniega (2006)

Table 4. Normative commitment scale (Arciniega, 2006)

Normative commitment
One of the main reasons I continue to work in this company is because I feel a moral obligation to stay with it.
Even if there were advantages in doing so, I don't think it would be right to leave my company now.
I would feel guilty if I were to leave my company now, considering all that it has given me.
Right now I would not leave my company, because I feel obliged to all its people.
This company deserves my loyalty
I think I owe a lot to this company

Source: Arciniega (2006)

People's commitment to a non-profit organization derives from the individuals' relationship with the organization, because individuals are willing to volunteer their time and efforts without receiving monetary rewards in return. For this reason, the non-income motivation of volunteers influences their commitment to organizations (Farmer and Fedor, 1999).

According to Farmer and Fedor (2001) there are some characteristics that support the idea of volunteering and allow for a greater commitment to the non-profit organization. The conditions they outline are as follows:

Firstly, people who participate in such organizations have a specific role or role as volunteers, so this role must be congruent with the level of participation they want to undertake.

Secondly, it is important to establish relationships with the rest of the volunteers. Greater social interaction with other individuals who share the same values as the rest of the volunteers and the organization itself, and who also collaborate in the Third Sector of their own free will, makes it possible to express a greater responsibility to support this type of organization.

Finally, it is essential that the mission, vision, objectives, values, functions, etc. of the non-profit organization match the reasons why the volunteers are involved in this sector to support it, as the better the match, the greater the commitment to it.

In other words, these characteristics support the idea that the idea of volunteering and the reasons that influence them to carry out voluntary actions affect their commitment to these organizations.

7. METHODOLOGY

In the following section, an analysis of the information will be carried out to present a case study in which all the concepts raised in the previous theoretical section studied by Schwartz (1999); Maslow (1987); Meyer and Allen (1991); McNeilly and Russ (1992); Munro (2001); Farmer and Fedor (2001); Porter, Lyman and Smith (1970); Arciniega (2006); Porter and Smith (1970); among others, in terms of the organization of the Federación Don Bosco de la Comunidad Valenciana.

7.1. Methodology and data collection

The methodology applied for this work is a case study focused on the organization of the Federación Don Bosco de la Comunidad Valenciana. A case study is a method that consists of studying and investigating facts in detail, from multiple perspectives, in which an answer is sought to how and why they happen and, therefore, to provide a general explanation (Chetty, 1996). Specifically, the research is exploratory and qualitative in nature to discover new ideas and thoughts, clarify concepts, determine priorities, etc. (Selltiz and Wrigsman, 1980). This procedure makes it possible to observe if the resources and capabilities (values, motivational ability and commitment) studied in the theoretical section are carried out in the organization under investigation.

The information extracted is derived from a variety of data collection methods:

On the one hand, a small portion of the information has been obtained through secondary information both from the organization's website and from news published about the organization.

On the other hand, the greatest amount of knowledge has been extracted through primary information by means of five interviews: the first one with the president of the Federation, the second one with the person in charge of management, then with the person in charge of the accounting department and finally with two volunteers. The questions used in the interviews were open-ended and other more specific questions, with the aim of acquiring relevant information for the study (the questions can be found in Annex 2).

In addition, a questionnaire with the fundamental factors of the study was carried out in order to obtain more specific information to validate the theory, using the previously defined scales of values and commitment. This questionnaire is made up of three different sections:

The first part of the form asks about the position held by the people involved in the Don Bosco Federation, whether they are technical staff or volunteers.

The second section consists of ranking in order of preference from 1 (highest preference) to 18 (lowest preference) the different values, differentiating between instrumental and terminal values.

Finally, the third part of the form is structured on a Likert-type scale with 5 options where respondents have to answer according to their degree of agreement: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5): strongly agree. Respondents have to answer the different items according to the type of commitment, affective, continuity and normative, so the higher the score, the higher the perception.

Relevant data has also been obtained through first-hand information, as I actively participate in this organization as the person in charge of the Equity Area. Another method used to obtain information is through official documents provided by the organization itself.

The main objective of this research is to find out whether the values and the capacity for motivation influence the commitment of both the volunteers and the technical team to the Federation's organization. Therefore, the questions that were asked in the interviews and the questionnaire are aimed at gathering information on the concepts previously defined and, also, to know the commitment of the people participating in the organization.

7.2. Case study

The Federation of Don Bosco Youth Centers of the Valencian Community was founded in 1988 as a non-profit educational organization with a regional scope. This entity is based on free time and follows a style based on the Educational Proposal of the Salesian

Oratories and Youth Centers and the values of Volunteering. Over the years, the associations started working with youth groups, but evolved to develop children's programs with the aim of meeting the social educational needs of children and young people.

The mission of the Federation is based on the social and integral promotion of children and young people of the Valencian Community, carrying out educational activities through methods of socio-cultural animation. Youth policies and meetings are carried out, together with the rest of the institutions and entities that coincide in their field of action, both for children and young people, with the aim of guaranteeing the care of socio-cultural education.

The Don Bosco Federation has been working for 30 years for and with the neediest young people and those with the greatest problems of social integration. Both the organization and the rest of the local entities that make it up, have the capacity to adapt to the new times and the new needs of young people, carrying out an expansion in their fields of action, a greater social guarantee, incorporation in social networks, etc. Therefore, a series of work areas have been established to be able to cover all possible fields of action. The areas of work are: presidency, vice-presidency, secretariat, treasury, youth ministry, communication, equity, training, childhood, social inclusion, youth, environment and health.

The Don Bosco youth centers and associations, due to the lack of youth participation, are committed to a long-term and continuous social project, which is based on several fundamental supports:

First of all, young people are the protagonists and are responsible for offering their time and effort, the aim of which is to collaborate with other children and young people to achieve a fairer and more caring society.

Secondly, we find ourselves with an organization made up of programs, activities and actions enriched by values based on the Salesian style, with the aim of offering socio-cultural educational leisure alternatives in free time, but always demonstrating its Christian way of acting in society.

Finally, both the youth centers and associations and the Federation in general devote special attention to the needs and demands of young people, through actions and interventions with the aim of investigating the reality of society and detecting the needs of the group.

7.3. Results

Human Resources as a valuable resource.

This is how the Don Bosco Federation defines the human resources of this association:

"The origin of the Don Bosco organizations is a voluntary movement. Our structures have as a characteristic element of intervention: voluntary work. Volunteering is understood not only as an occupational form of free time, but also as a lifestyle and a commitment to solidarity with current social needs" (Federación Don Bosco de la Comunidad Valencina - Entidad Salesiana, 2021).

For this organization, human resources (volunteers and technical service) are of great importance as they are considered a source of competitive advantage. They are people who dedicate their time and efforts without receiving any kind of monetary reward in return, in the case of volunteering, in dedicating themselves to others purely out of their own free will. Moreover, the most characteristic feature of the Federation is to try to intervene with young people through socio-cultural educational leisure activities, using the values that are characteristic of the organization, based on the Salesian and Christian style.

We are also committed to quality volunteering, and for this reason, the people who participate as volunteers also develop training programs through a Comprehensive Training Plan at the Don Bosco Youth Animation School, with the aim of meeting the training needs of volunteers and encouraging a committed and skilled style of socio-cultural participation.

On the one hand, volunteers do not receive financial compensation because they carry out their work simply out of their own free will, but they have many opportunities for personal growth. These proposals can be meetings, groups, activities in which each of these people get to know each other internally and can outline their life project, acquire communication skills and abilities, teamwork through day-to-day work in youth associations and training... which they can later use in their professional sphere.

This is how a volunteer from a youth association defines intrinsic compensation:

"I don't receive financial compensation, but it's true that the care I receive from this organization translates into another type of more personal compensation: they care, they visit us, they take care of the small details in the meetings, they provide us with materials,

etc. One of the things that we like the most and that fills us up is being able to get together with people from different youth centers, because these small details are what make us more and more involved and move us to do the things we do from the heart".

On the other hand, the team or technical service has a formalized contract, either part-time or full-time depending on the needs of the organization itself, and receives direct financial compensation. At the same time, these people also receive the same offers of having training, participating in the same meetings... but, above all, more specific training related both to their task within the organization and to their vision of their future employment. Most of the people who take up this position have been or are currently participants of the youth associations and know the reality of the Federation.

Both profiles belong to the same Federation and both the feelings and values of the volunteers and the technical service are proportional.

Values

The list of the various instrumental and terminal values used to draw conclusions from the results obtained from the questionnaire and the interviews on the importance of these values for the people who form part of the Don Bosco Federation are taken from the scale of the author Rokeach (1973), which is reflected in the section on "Agreeing on values with the members of the organization" in table 1: "List of terminal and instrumental values in the Rokeach scale".

The president of the Don Bosco Federation stresses that the main value promoted by this association is to accompany young people, especially those with fewer resources and greater needs, either because they do not receive equal treatment in society or because of socio-economic issues. For this reason, he believes that youth centers are a balance to avoid these situations and to help improve society.

According to the president, the idea of volunteering is not to hire, but rather for each person to give of themselves and offer services to others. Therefore, most of the decisions taken in this association are not only taken by the technical service, but it is intended that the volunteers participate in the decision making process.

Another of the fundamental values that define the Don Bosco Federation is the Salesian and Christian identity, based on the values of solidarity, gratitude, equality, honesty...

Regarding the interview with a volunteer, she highlights that one of the values that characterizes the Federation is cooperation. She mentions this value because she

considers that the aim is that all the people who are part of the organization really feel part of it, following the motto of this association "*We are Fede*".

Furthermore, the volunteer explains that closeness, family, support, accompaniment... are also values that are preached and allow volunteers to achieve satisfaction and motivation to remain in the organization.

The values mentioned by both the chairwoman and the volunteer: accompaniment, cooperation, equality, honesty, willingness, beliefs, support... are values that can be found, as mentioned above, in the theory proposed by Rokeach (1973). Specially, making greater reference to instrumental values, which have as their main objective the achievement of the final objectives.

Following this author's value scale method, respondents agreed on most of the values, both terminal and instrumental. The terminal values that were repeated were: equality, happiness, security in the family, inner harmony and mature love. However, others such as pleasure and sense of achievement were also highlighted.

As for the instrumental values highlighted by both the volunteers and the technical service, they were: honest, loving, kind, responsible and helping. Courage, forgiveness and independence were also chosen, but they are not considered as characteristic by the volunteers.

Therefore, we can see that both profiles do not differ in values, as they are people who have dedicated their whole lives to participating in this type of organization and have been developing values and beliefs, such as those mentioned above, to create a shared family atmosphere. Likewise, through the questionnaire we can see that the values held by both the volunteers and the technical service coincide with those of the organization itself.

Below is a list with a summary of the values extracted both from the questionnaire and from the interviews conducted with the participants of this entity:

Table 5. - Summary of values covered by the Don Bosco Federation

Human values	
Solidarity	Accompaniment
Equality	Will
Proximity	Salesian identity
Family	Responsibility
Happiness	Help

Acknowledgement	Honesty
Cooperation	Support

Source: own elaboration

Motivation

From the information obtained in the interviews, I was able to observe that the values that are promoted in the Federation allow the motivation capacity of the participants to be greater. The main function of this organization is not simply to hold meetings, but to plan meetings and create spaces to share experiences and ideas with the rest of the volunteers from other youth realities.

This allows, referring to the "Social Exchange Theory" defined above in the theoretical part, that individuals who participate in this type of entities are driven to continue collaborating, because there is an exchange of rewards such as establishing relationships with other volunteers, sharing the same values, attitudes, feeling at ease in a similar environment... thus achieving maximum individual motivation.

In the interview with the company's manager, she highlights the following:

"The enthusiasm, eagerness and motivation that volunteers have when carrying out their work within the associations is determined by the good treatment, accompaniment and values that are fostered in these associations".

Moreover, the participants are involved in most of the decision making process of the organization, facilitating and helping the motivation of each one to manifest itself. This involvement arises from the very commitment of being a volunteer and wanting to dedicate one's time to offering a service to others, and not from wanting to achieve a specific goal as it would be in a general organization, and this is where the supreme motivation is found.

Commitment

This is how one Federation volunteer refers to the commitment:

"Volunteers play a very important role as we try to contribute to the betterment of society. That's why the Federation's work is very important, offering open spaces that allow us to reflect, exchange experiences, knowledge, beliefs and so on. This encourages the participation of volunteers and, consequently, their commitment to the organization.

From the information obtained in the interviews and taking into account the study carried out by Farmer and Fedor (1999) in the theoretical framework of the work, I was able to

observe that the commitment of volunteers in this type of organization originates from the relationships that are created between the two. For this reason, the commitment and loyalty of the volunteers towards the organization is increased, as they participate in the Federation without thinking of obtaining benefits for their services to others, as they have done so of their own free will.

Through the interview with the Federation's accountant, I was able to support the essential characteristics that support the idea of volunteering, previously defined in the theoretical framework (Farmer and Fedor, 2001). One of the reasons why there is a greater commitment in this entity is because the people involved have established personal relationships with other volunteers, through meetings that take place between youth associations, activities and even trainings. Furthermore, the Federation has a specific mission, objectives and values that are characteristic of a Salesian and Christian style, which allows those who coincide with these elements to feel identified with and part of the organization, thus achieving greater loyalty on their part.

As we have seen in the theoretical framework, according to Meyer and Allen (1991) there are three types of commitment: affective, continuance and normative. We can observe significant differences in terms of the three dimensions of commitment, following the commitment scale proposed by Arciniega (2006) used in the questionnaire and defined in the theoretical framework in the section on "Organizational commitment" in table 2: "Affective commitment scale"; in table 3: "Continuity commitment scale"; and in table 4: "Normative commitment scale".

I was able to highlight that the items related to affective commitment are the best rated with respect to the other two dimensions, especially the type of commitment to continuity. In other words, those who responded to the questions on affective commitment were in total agreement with the items proposed. The items used to obtain the results of the affective commitment are shown below:

I would like to point out that the answers to the items on this type of commitment coincided among all the people who completed the questionnaire. This shows that the individuals who participate in this organization have a strong sense of belonging to the Don Bosco Federation, feeling part of a big family and thinking that they could be happy for the rest of their lives collaborating with it. Moreover, this entity has a personal meaning for each of the participants, and they show the rest of society that they are proud to belong to it.

As for continuance commitment, there was also a large percentage of similar responses from respondents to the questionnaire. As mentioned in the theoretical framework, this

type of commitment is described as: remaining and continuing to participate in an organization simply because of the lack of superior employment alternatives (McNeilly and Russ, 1992). Therefore, evaluating the responses to the questionnaire, we can affirm that people who participate in the Federation do so because they really want to, as they see it as a way of dedicating their time to improving society. Therefore, some of the items such as: other organizations would not be able to match the salary and benefits offered by the Federation or the difficulty of finding a job like the current one, are aspects that are not expressed by the people who participate in this entity.

Regarding normative commitment, it is worth noting that two of the proposed items differ from the rest, because the participants state that the Federation is an organization that deserves their loyalty and consider that they have a very strong commitment to it and to all the people who are part of it. However, the volunteers think that staying in the organization is not an action of moral obligation, as they consider that it is not a duty but a way of life to achieve a more humane, just and equitable world.

8. CONCLUSIONS

Throughout the study, the importance of human resources and their effects on the motivational capacity and commitment within a non-profit organization has been analyzed. In order to carry out a proper research, studies of numerous authors have been consulted in order to obtain information about what was proposed in the analysis. The themes that have been developed in the theoretical framework have been the importance of human resources within organizations as well as the shared values of the people in the organization, their motivation and their commitment.

After gathering sufficient information in the theoretical framework, the importance of volunteering in the Don Bosco Federation of the Valencian Community and the various actions it carries out to achieve a greater commitment is shown.

Therefore, the main objective of the study was to investigate whether the values shared by the human resources of an organization, in this case a non-profit organization, are related to and influence the capacity for motivation. Consequently, if these values also condition the loyalty of the members when it comes to remaining and continuing to offer their services to others, thus demonstrating a greater commitment on the part of these towards the organization.

The results obtained from the questionnaire and the various interviews show that the volunteer movement of the Don Bosco Federation is a characteristic and essential element of this organization. The people who participate and dedicate their lives to

offering themselves to others with the aim of improving society and promoting educational and cultural leisure among young people are a relevant factor in the association's continued existence and success. The aspect which is most touching is the collaboration and dedication of every member of the Federation, be it the volunteers or the technical service. The technical team takes care of the administrative tasks and functions, but they are people who have contributed throughout their lives to this entity, so they know the Salesian reality. All the people who give their will in this association have different values and beliefs based on a Salesian and Christian style. The values are shared by each member and do not differ from the values that the Federation offers to society, and the fact that they coincide in ideas makes it possible for individuals to be more motivated to continue to carry out actions in solidarity. This motivation does not come from obtaining monetary rewards, but from establishing relationships with other volunteers, acquiring experiences in their day to day life... All these elements favour the development of a greater commitment of individuals in the Federation.

During the course of this research, some limitations of both a theoretical and practical nature have become apparent, some of which are specified below:

On the one hand, at the theoretical level, it has been difficult to obtain information about specific studies linked to the Third Sector on the elements that have been dealt with in the work, especially studies related to motivational capacity in non-profit organizations. Therefore, I have had to resort to analyzing studies from other areas of knowledge to be able to go deeper into the work, such as psychology or sociology.

On the other hand, in terms of methodology, the main limitation is the small number of interviewees in the samples used in the studies. Due to the current situation, it has been difficult to meet with as many people as I wanted to in order to be able to carry out a larger number of interviews, with the aim of obtaining more information and avoiding biases in the research.

However, new technologies have allowed me to conduct the interviews via meet and questionnaire on other aspects that are necessary and essential to concretize the ideas relevant to the exploration of the work.

Despite these limitations, I believe that it has been possible to contrast the ideas of the members of the organization and to obtain a greater diversity of results, as the study has selected profiles from different geographical areas, positions, functions, etc.

This study is only a first step and allows for future lines of research to broaden knowledge and investigate the subject. Some of these lines of research could be:

Firstly, as previously mentioned in the limitations, in order to improve the study, it would be desirable to obtain a larger number of samples of people who are part of the Federation in order to obtain more evidence and validate the study in a more concrete way.

Secondly, in order to refine the knowledge about the elements studied in the theoretical framework about human resources in organizations, shared values, motivational capacity and level of commitment, other theories could have been explored in more depth in order to have more information to contrast ideas and thus, create and manifest the one that was of most interest to carry out the study.

Finally, identify the profiles of the people who form part of the Federation, both volunteers and technical service, in order to create a typology according to age, sex, culture, etc. This will allow us to obtain interesting ideas and, in addition, the possibility of knowing the prototype of individuals who participate in this type of organization.

After a period of research, through the methods of data collection, it became clear that the Don Bosco Federation is an entity that can be taken as an example for other organizations. In all the interviews I conducted, the people interviewed commented that they do not see the Federation as a traditional organization, nor do they feel a moral obligation to remain in it. They feel that they are part of a big family with which they can take action in solidarity to try to improve society and it is something that is very enriching for them in their lives. Furthermore, this entity has a code of conduct that serves as a guide for voluntary action and, to continue to guarantee the trust that families and society place in it and in all the youth associations that make it up. This allows the Federation to be able to achieve exceptional success thanks to the values linked to its Salesian style and also to the care that the association offers to all the people who are part of it.

This entity could be a recipe for the rest of the organizations because it has the capacity to develop a greater capacity for motivation and for carrying out an adequate management of its human resources, thus creating a greater commitment on the part of these towards the Federation. Organizations could take this type of entity as an example by carrying out some of the actions developed by the Don Bosco Federation to achieve the loyalty of its employees and make them feel part of a big family.

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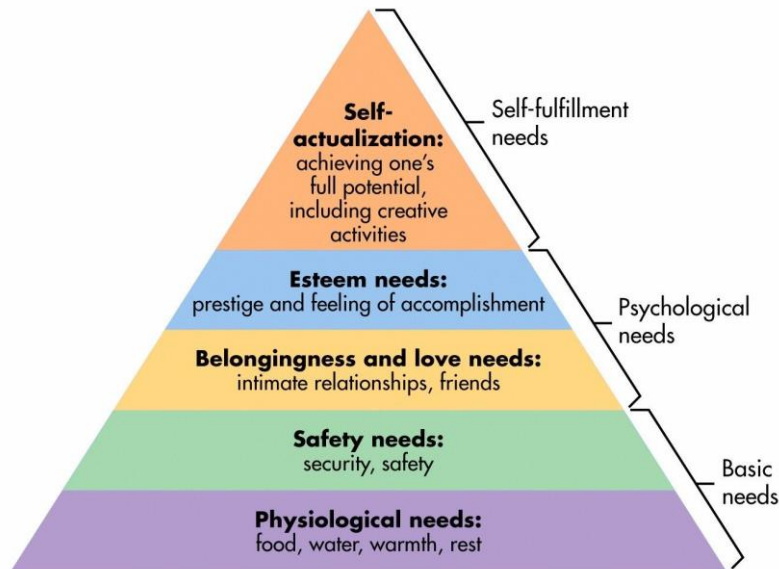
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10. ANNEXES

Annex 1:

Illustration 1 Maslow's Hierarchy of Human Needs Pyramid



Source: *Simply Psychology*

Annex 2:

Interview questions with the Federation's president, the head of the accounting department, the manager and three volunteers.

1. Name, surname, origin and studies.
2. What is the Federation and how would you define it? I mean, if you had to define the federation in three words, what would they be?
3. What is your position in the Federation, what are your functions, do you think your position is connected to the other positions/functions?
4. How are decisions made in the Federation? What kind of routines or tools are used when making a decision?
5. Do you think that values are a fundamental component of the Federation? What kind of values are promoted?
6. Do you think that the influence of these values affects or promotes motivational capacity among Federation members?
7. We have talked about motivational capacity and values in a generic way, but how do you think these two concepts influence your role and that of volunteers? (depending on your role)

8. What other resources and skills are currently fostered in the Federation, and could you explain how these are identified? Some of these can be: leadership, teamwork, team coordination, commitment, loyalty...
9. How do these resources and capabilities affect the organization's results?
10. What methods of remuneration are used for the team/technical service, and how are volunteers rewarded?
11. Differences and similarities between the technical team and the volunteers (mention any aspect freely, highlighting also the aspects mentioned above: values, motivation...).
12. Do you feel committed to the Federation out of obligation? What kind of commitment do you feel you have to the Federation?
13. Does this type of organization provide benefits to youth, and to society in general?
14. Do you think that the Federation is adapting to these changes (for example, changes in people's tastes and needs), and do you think that such organizations attract young people because of their values or for other reasons?
15. If you were to stay in this organization for the rest of your life, would you be happy?