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**PRACTICES OF HIGH COMMITMENT, MOTIVATION
AND WORK COMMITMENT: VALVE CASE**

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1. INTRODUCTION

The competitive environment in which companies operate has made Human Resources evolve over time considering an added value in organizations. It has been proven that organizational competitiveness factors are factors linked to Human Resources (Simon, 2007), which is why interest in people management has been noticed.

Many companies gain a competitive advantage thanks to their workforce. Therefore, people play a very important role within companies that must not be forgotten, since they are made up of people, and their success or failure is largely due to those who compose them (Barros, 2021). The focus on the well-being of employees has been increasing, since, because of this, employee satisfaction will increase and therefore, motivation and productivity will also increase, and with this, organizations achieve their objectives (Gómez, Isaza, Gutierrez & Quinterio, 2016).

There are many companies that still neglect their employees, focusing only on their customers and thinking that only they make the company profit. Despite this, there are many investigations that conclude that people in organizations make a large percentage of their benefits possible. For this reason, it is so important that companies work to take care of their employees through high-commitment practices.

It should be added that the human resources department has evolved from being a simply personnel management department to being a strategic department, key to achieving the objectives of the companies. Therefore, before analyzing these variables, we are going to put ourselves in context by analyzing how the human resources department has evolved in companies.

It has been shown that carrying out high commitment practices will increase the autonomy of workers (Arthur, 1994) and allows the company to be more effective (Lawler, 1992). In addition, they allow improving the skills of employees, as well as increasing their motivation (Bayo & Merino, 2002). Thus, high commitment practices are understood to be those that manage to improve the knowledge and skills of an organization's employees, as well as increase their motivation and, as a consequence, retain qualified employees (Céspedes, Jerez & Valle, 2005).

Continuing with the role of motivation on employees, we understand work motivation as the relationship that employees of an organization have to permanent attractive stimuli that generate performance (Orellana, 2019). Therefore, motivation plays a very important role in the success and profit of a company (Mordan, 2013).

Another of the variables that will be analyzed in this work is work commitment, defined as the state of the relationship between workers and companies, which has consequences in terms of the decision to remain in the company or not (Meyer, Allen & Smith, 1993). Therefore, work commitment is another variable that affects employee productivity, so high-performance practices that are carried out in the organization also have to work on increasing work commitment.

The main objective of this work is to review and analyze how high commitment practices affect the motivation and commitment of employees in the case of the Valve company. Thus, as specific objectives we have the analysis of high commitment practices and their importance, as well as finding out what work motivation and commitment of workers consist of, their importance and reviewing what these variables depend on. Another thing that we want to contrast is how this type of practice affects the motivation and the commitment of the employees.

Thus, the work will be structured as follows. In the first place, a theoretical review will be made that will begin with how the human resources department has evolved in companies, then it will be analyzed in detail what high commitment practices consist of, work motivation and the commitment of workers, and we will detail the relationship that these practices have with these variables.

Once the theoretical review is finished, we will analyze these variables in the case of the video game company Valve. Finally, a conclusion will be reached from everything extracted about these practices, motivation and work commitment.

Thus, in this work, it is intended to shed light on the importance of good human resources practices and the role that motivation and work commitment play within the company.

2. THEORETICAL FRAMEWORK

2.1. Evolution of the role of human resources in organizations

Over time, organizations have developed, as have the human resources of companies, due to advances in humanity, technology and employees with new ideas. In addition, the relevance of people within organizations to obtain better results has been demonstrated (Morales, Ariza & Morales, 2013).

We can say that from the 1980s onwards, human resources started to become more important in organizations and there are four important stages in the evolution of HR (Human resources):

1. Administrative stage:

Traditionally, between the beginning of the 20th century and the 1960s, the human resources department was called personnel management and was only in charge of administrative tasks such as hiring, payroll, and checking that workers complied with the standards established by the company (Gómez, 2017). Employees are seen as a productive factor that has a cost and that companies must minimize to maximize their benefits (De la Parte, 2018).

2. Management stage:

After the administrative stage, the management stage is differentiated, which is between the sixties and eighties.

At this stage, social needs begin to be taken into account and adaptation between people and organizations is sought. In addition, the functions of selection, evaluation and training are beginning to become more important. However, the worker continues to be seen as a productive factor that represents a cost for the company (De la Parte, 2018).

3. Development stage:

Starting in the eighties, the importance of human resources for organizations began to become more significant and personnel departments began to be created. Human resources

began to focus on value creation and human resource management became an instrument that provides organizational competence and value (Garcia, 1999). That is to say, employees go from being seen as a factor of production, to being considered a factor that provides a competitive advantage to the company. In addition, they are beginning to realize that HR is key to being able to achieve the objectives that organizations have (De la Parte, 2018).

4. Strategic stage of human resources management:

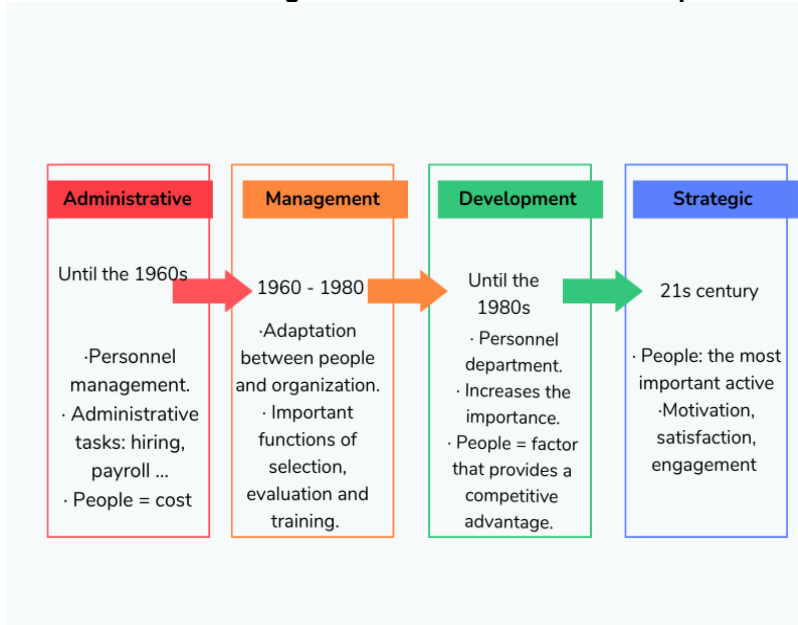
Starting in the first decade of the 21st century, employee training began to increase, and skilled workers are needed in jobs. That is why, by increasing the training of people, workers also want the best conditions in their jobs. Thus, human resources management has come to be called people management (Morales, Ariza & Morales, 2013).

Today, we consider the human resources department to be key to achieving the objectives of organizations. Companies are made up of people, and their success or failure is largely due to those who compose them (Barros, 2021). This is why it is so important to achieve employee satisfaction through HR practices, increasing motivation and increasing employee engagement.

Therefore, we can define human resources as the people who make up a company and who, thanks to their tasks and skills, can achieve their objectives. In other words, within organizations, not only are machines or facilities important, but the staff is the one who drives it and who creates value for it (Moreno, 2022).

In conclusion, the Human Resources department has developed to the point of being considered one of the most important parts of companies, since it is essential to create value for the organization. So, now, we are going to explain in detail how, from the strategic stage of the department, high commitment practices are being carried out in companies. In the illustrations 1 and 2, we can see the evolution over the years of the human resources department in a clear way.

Illustration 1: The stages of the human resources department.



Source: own elaboration based on De la Parte (2018).

Illustration 2: The evolution of the role of human resources.



Source: own elaboration based on De la Parte (2018).

2.2. High commitment human resources practices

2.2.1. Definition and importance

High commitment practices can be defined as those human resources practices that manage to improve the knowledge and skills of an organization's employees, as well as increase their motivation and, as a consequence, retain qualified employees (Céspedes, Jerez & Valle, 2005). In addition, these practices try to improve the skills of the company's employees, as well as to get them involved in their jobs (Sanz & Sabater, 2002).

Another of the objectives of these practices is to increase the commitment of the workers (Arthur, 1994), as well as to achieve their autonomy. In other words, the focus of high commitment practices is to increase productivity and efficiency, making employees identify with the company's objectives and trying to commit themselves as much as possible to their tasks to achieve the organization's objectives (Arthur, 1994).

In contrast, there are control practices, whose objective is to increase efficiency, but reduce the costs of personnel and that they work under stricter rules and procedures (Arthur, 1994). That is, under this type of practice there are rules, sanctions and also rewards, but without looking at the motivation or commitment of the people who make up the organization (Wood, 1998).

Thus, these practices include human resources policies that influence the motivation and commitment of those who form the company.

People within organizations are a more important asset than any other, since the capabilities they have is what will add value to the organization (Ferrer, 2014). Therefore, high commitment practices are aimed at people and at achieving efficiency within the company.

In conclusion and continuing with the definitions, high commitment Human Resources practices are a set of training practices, as well as the development of companies' human capital and whose objective is to motivate and retain the employees of organizations (Ferrer, 2014).

On the other hand, some of the advantages that these practices have according to (Fernanda, 2018) are:

- Increase the commitment of the worker by integrating their personal objectives with those of the organization.
- Increase satisfaction, as well as the motivation of people, adding value to the company.
- Achieve a good working environment by fostering cooperation.
- Develop the human capital of companies, also promoting continuous training.
- Increase the productivity of the organization.

These are some of the definitions provided by various authors in reference to high commitment practices. Once we have understood what these practices are, we are going to explain each one in detail.

2.2.2. High commitment practices

Based on the publications of various authors, we are going to explain in detail which are the high commitment practices that are applied in those companies that consider them important to create value. In table 1, we can see a summary of high commitment practices.

- **Large workplaces:**

In the first place, some authors consider that having broad jobs and not vertical and horizontal specializations is one of the high commitment practices that exist (Blackburn & Rosen, 1993; O'Dell, 1996).

Regarding job specialization, on the one hand, we have horizontal specialization, which refers to dividing tasks by specialization and ensuring that employees are experts in their task. On the other hand, vertical specialization refers to the division of labor in a small group of tasks, but without having control of any (Nebrada, 2022). Task specialization increases productivity, but it does not increase motivation and therefore employee commitment.

Thus, in the expansion of the positions, more tasks and responsibilities are added for the people, but without overloading their work. This allows employee satisfaction and

commitment by not having such a monotonous job. On the one hand, there is horizontal expansion, which is one in which the worker performs a wide variety of tasks. On the other hand, vertical expansion is one in which the worker performs more tasks, but also has more control over them (Jauregui, 2015).

- **Selective recruitment:**

Companies consider it important to get those employees who best suit their objectives, as well as their culture. The recruitment and selection of personnel is to get the right personnel to carry out the tasks of the organization. Thus, achieving selective and personal recruitment that adapts to the culture and values of the company will make it possible for the objectives to be achieved and for the organization to achieve good results (Massiel, 2021). Therefore, it is important to analyze the future employee well, since many companies consider it important in their strategy (Pfeffer, 1994; Céspedes, Jerez & Valle, 2005)

- **Fixed contracts:**

According to the SEPE (Servicio Público de Empleo Estatal, Public Service of State Employment), the permanent contract is one that has a start date, but no end date. On the one hand, for the company it is considered a good practice since having a permanent employee provides long-term stability since the employee will learn to perform their tasks and will specialize in them without having to teach a person each time. On the other hand, having a permanent contract, employees see it as a safe job and that it provides job stability. Thus, and as a consequence, their commitment to the company will increase and they will carry out their tasks giving their best (Pfeffer, 1994; Céspedes, Jerez & Valle, 2005).

- **Intensive formation:**

As employee formation, we understand the development of these and the improvement of their skills (Ortega, 2022). In order for employees to acquire new skills and be in constant learning and improvement, it is important that companies consider their training in their human resources practices essential (Céspedes, Jerez & Valle, 2005).

Regarding the benefits of training in companies, according to what Ortega (2022) exposes in her article, it improves worker productivity, reduces absenteeism, facilitates the adoption of new tools for employees, increases their performance, creates opportunities to increase their knowledge and the possibility of promotion and, finally, increases their commitment to the company, as well as their motivation.

There are many types of training, but when we talk about training within a company, we are not only referring to courses on its main tasks, company products or language courses... but there are many more types of training that are also considered important. An example would be training employees on public communication or emotional intelligence to know how to control stress, changes... since they are also important factors at work that companies leave aside.

- **Performance assessment:**

Another high commitment practice is to assess the performance of workers based on the results they achieve. The evaluation of the employees is to examine the weak and strong points of the workers, as well as to assess their evolution in the organization (Velázquez, 2022). That is, when workers are evaluated, they are evaluating how they are, what they do and what they achieve. This will allow them to be motivated when carrying out their tasks and try to give their best (Guest, 1994).

However, the evaluation has evolved and today there are many methods. An example of evaluation is the 360-degree evaluation. As Coindreau (2023) indicates, the 360-degree evaluation is one that not only evaluates the employee and the leader, but also includes self-evaluation and the evaluation of his peers. In addition, both professional and personal skills are evaluated.

- **Salary:**

Employees see remuneration as very important when carrying out their tasks, therefore, companies that want to get the commitment of workers should establish a good salary policy.

There is compensation based on the individual, which rewards the employee for his tasks and knowledge in an individual way. On the other hand, there is also variable remuneration, based on incentives for each worker or group of workers depending on what they achieve. Another good compensation practice that employees value is offering a salary above what other companies offer. There are also collective incentives, where the result of the work teams is valued (Céspedes, Jerez & Valle, 2005).

- **Internal promotion:**

We understand internal promotion as the selection of personnel from within the same organization (Capdet, 2018). There is vertical internal promotion, which is one where the worker goes on to occupy a higher job position. On the other hand, horizontal internal promotion refers to progressing by specializing, but without changing jobs. Employees value internal promotion, as they consider it as professional development and favors employee commitment and motivation. The promotion is perceived as the offer of new challenges, so employees will feel more motivated, which will increase their job satisfaction and therefore productivity in the company (Capdet, 2018). In addition, it is positive for the company, since the employee already knows the company's objectives and culture (Arthur, 1994; Pfeffer, 1994).

- **Teamwork:**

A team is a number of people with complementary skills and that all of them have the same purpose (Alberto & Velásquez, 2000). Teamwork also encourages the commitment of people, facilitates the achievement of objectives and favors the abilities of each one (Arthur, 1994). One of the most important benefits of teamwork is that it increases the motivation of the employees, thanks to the cooperation between the members, and this translates into carrying out the tasks with more enthusiasm (Jiménez, 2021). In addition, each member of the team has some skills and abilities, so teamwork helps to share the skills of each one and allows solving more complex problems (Guerrero, 2017).

- **Flexible timetable:**

Flexible timetable can be defined as the organization of the employees' workday as they wish, choosing the time of entry and exit as long as they carry out their tasks at the determined hours (Pérez, 2017). Time flexibility is the ease that the company offers its employees to be able to perform their tasks, thus increasing their autonomy. This makes employees more satisfied with their work. In addition, for employees it is also important to be able to have flexible hours to reconcile work life with their social life (Semler, 2004).

Nowadays and especially after the pandemic that we have experienced recently, in companies one of the practices that is being carried out is teleworking. We understand teleworking as the work activity that is carried out remotely without the need to go to your workplace (Silva, 2022). More and more companies are carrying out this practice and it allows the employee to be able to carry out their work, but in a more flexible way.

- **Information shared:**

Another of the high commitment practices is to establish an information system shared with the people who make up the organization. This will allow employees to see themselves as participants within the company (Arthur, 1987; Guest, 1997). This practice tries to make all the information available to the people who make up the company. This practice allows turning data into knowledge for employees, converting the knowledge that workers have individually into collective knowledge and connecting with the people who make up the organization (Vector, 2021).

Table 1: High commitment practices.

PRACTICE	DEFINITION
Large workplaces	Expansion of jobs with more tasks, but without overloading your work.
Selective recruitment	Get employees who best fit the culture and values of the company.
Fixed contracts	Permanent contracts and avoid temporary jobs.
Intensive formation	Importance in training employees to enrich their skills and knowledge.
Performance assessment	Evaluation systems based on employee results.
Salary	Importance in salary policies. Incentives, variable remuneration, individual and above the market.
Internal promotion	Importance of professional development of workers.
Teamwork	Work in teams to share the knowledge of the members.
Flexible timetable	Flexible working hours to be able to reconcile work and personal life.
Information shared	Information systems shared between the employees of the organizations.

Source: own elaboration based on Céspedes, Jerez & Valle (2005).

2.3. Motivation

2.3.1. Definition and importance

To understand all aspects of labor motivation, it is first necessary to know what motivation is. There are thousands of definitions from many studies on this topic. In this section we will collect some of the definitions.

Motivation is understood as the relationship of behavior caused by various factors, whether internal or external, and in which the desire and needs of people obtain the energy that is necessary to encourage people to carry out different activities (Chiavenato, 2000).

Another of the definitions of motivation is the set of psychic processes linked to external factors and the personality of the individual is influenced by these, generating satisfaction or not (González, 2008).

Continuing with the definitions of motivation, we understand that it is the will that drives human beings to carry out certain activities and be able to achieve a certain objective. It depends on the importance that the person gives to the objective, the motivation is greater or less (Catalan, 2022).

Therefore, focusing on work motivation, it is the will of human beings to make an effort to achieve certain goals by satisfying their own needs. That is, it is the impulse to satisfy the needs in terms of self-realization, working conditions, personal needs... From this, the individual performs the tasks in one way or another (Coromoto & Villón, 2017).

Increasingly, work motivation has caused great importance in organizations. Labor motivation is the impulse of employees in the development of activities, so it is an aspect that should never be missing, since the way of carrying out tasks will depend on it (Parrales, Villao & Pisco, 2022).

Another definition of work motivation is the relationship that employees of an organization have to permanent attractive stimuli that generate performance (Orellana, 2019). This is where companies can be successful and increase their profits (Ramirez, 2013).

There are many companies that only give importance to product or service strategies, leaving aside the talent of the people who form it, and we cannot forget that the human capital of organizations is key to its success (Bohórquez, Pérez, Caiche & Benavides, 2020).

Some studies ensure that companies that have low productivity because they neglect the main cause of this, the motivation of employees (Ochoa, 2014).

Therefore, recapitulating all the definitions, work motivation is important because of (Parrales, Villao & Pisco, 2022):

- The more motivated the employee is, he will perform better at his job and will be more effective.
- People feel that they are part of the organization and the whole team.
- They contribute new ideas and transmit them.
- People grow internally, obtain both personal and professional recognition.
- There is greater business competitiveness.
- Increases the image of the organization by giving maximum importance to the employee.
- The motivation of the employees reduces the chances that the worker will leave the company, since they feel comfortable. Therefore, human talent is retained.
- Thanks to the company's image, new talent is attracted, since apart from maintaining the organization's talent, it is also important to attract it.

In conclusion, labor motivation must be considered in all organizations, since human capital is the key to the success of companies. With greater motivation, employees will perform their tasks in the best possible way so that the company can obtain the best results. Without this, people carry out activities without caring about the success of the company. Therefore, for an organization it is essential to ensure that its employees feel motivated in their jobs in order to obtain the best results.

2.3.2. Types and theories of motivation

Once we have a clear definition of work motivation, in this section we are going to explain in detail the types of motivation that there are according to some authors, and also, we are going to explain the theories about work motivation.

TYPES

Generally, we are going to differentiate motivation as intrinsic and extrinsic to continue addressing motivation.

In the first place, regarding **extrinsic motivation**, according to Ryan and Deci (2002), it is that situation in which the reason for their action is some separable consequence of it. In other words, we understand extrinsic motivation for carrying out actions when people receive stimuli from outside (Peiró, 2023). That is, it is one that is not under the control of people and is perceived externally to us. An example could be a gift from our boss for achieving a goal. However, it can lead to a negative reward. For example, not getting part of the commission in the salary for not achieving a certain objective.

On the other hand, Ryan and Deci (2002) define **intrinsic motivation** as activity motivation based on satisfaction with the activity itself. In other words, and following the definitions of other authors, intrinsic motivation is one that comes from oneself. It is one that motivates us to carry out tasks that we like (Peiró, 2023). That is, it does not come from any external stimulus as in the case of extrinsic motivation. An example could be the study of the degree in Business Administration, which we study because we motivate ourselves without the need for any external stimulus.

THEORIES

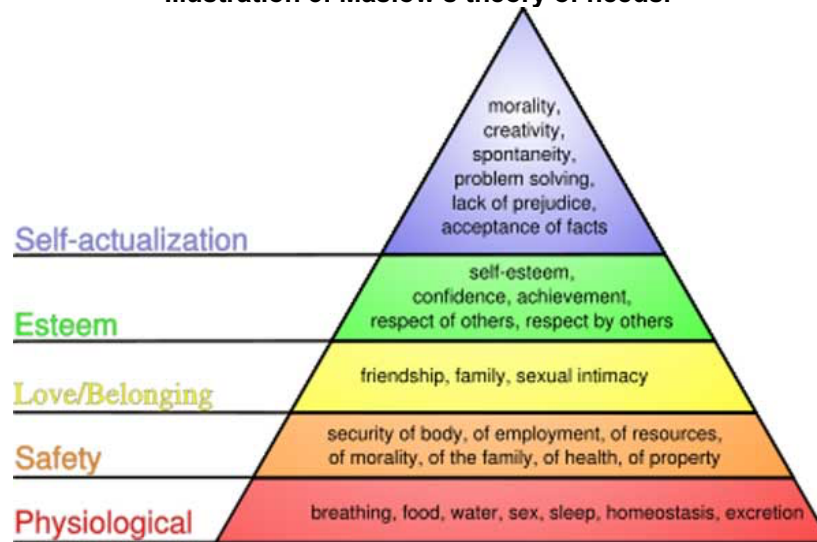
According to Bohórquez, Pérez, Caiche and Benavides (2020), motivation theories are classified into: need, individual and cognitive difference.

Regarding **the theories of needs**, we understand that each individual has needs and the leaders of the organizations are in charge of motivating the people who are part of it to satisfy their needs. In this section, we are going to focus on Maslow's theory of needs.

Maslow (1964) directs motivation towards an intrinsic perspective, considering that people have needs. From there, Maslow ranks the needs in primary and secondary, as we can see in the Illustration 3. Within the primary needs we find the physiological ones such as food, sleep, sexual desire... Next, are the security needs, where people seek to protect ourselves

to survive. Continuing with the secondary needs, the author classifies them into three levels. The first level is the social needs that people have. Here we can find social acceptance, participation, friendship and love. The second level is self-esteem needs, that is, the assessment that people make of ourselves. Finally, the third level of this category is self-actualization needs, where we seek to achieve our maximum potential.

Illustration 3: Maslow's theory of needs.



Source: Finkelstein (2006).

Regarding the needs according to **the individual difference**, each one of us differs in some aspects, be they personal aspects, our values, work... Here there are two theories, McClelland's theory and Herzberg's theory.

Beginning with McClelland's theory, the author classifies needs into three: achievement, power, and affiliation (Illustration 4). In addition, he points out that a need that is not satisfied generates tension in the individual. In the motivation for achievement, the author considers that people want to grow and develop. As for the affiliation motivation, we want to relate socially. Competence motivation is defined as the drive of human beings to perform high-quality work. And, finally, regarding motivation by power, he considers it as the drive we have to influence and change certain situations (McClelland, 1970).

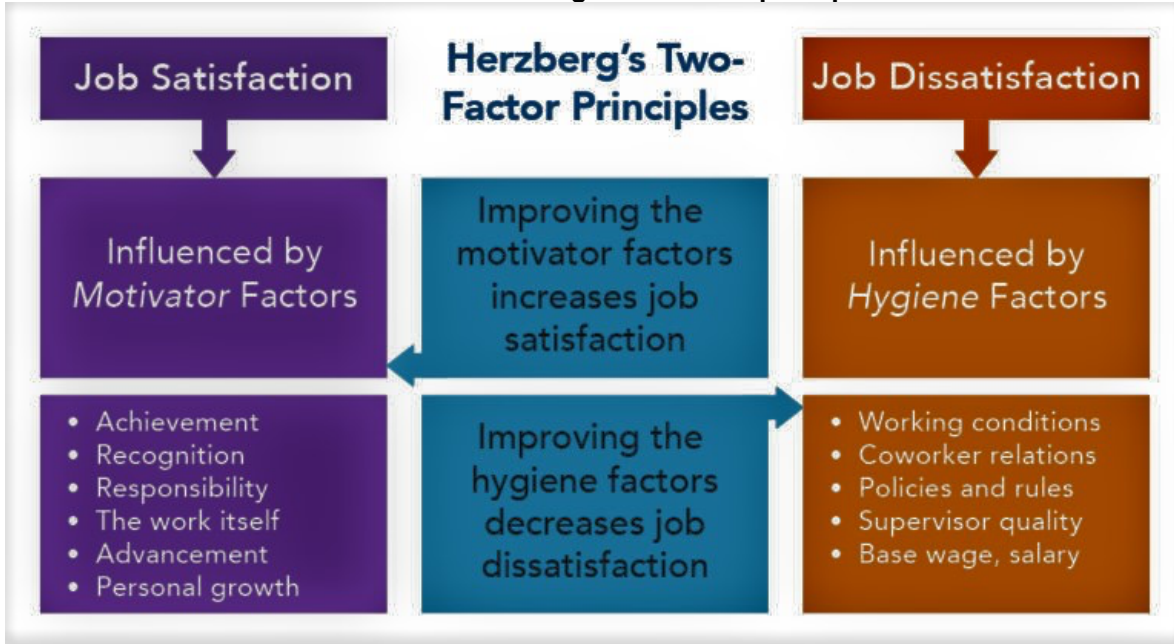
Illustration 4: McClelland's theory of motivation.



Source: Miller (2022).

Continuing with Herzberg's theory, Herzberg (1968) considers that the performance of human beings at work depends on the level of satisfaction they have in their work environment. The author, after his studies about motivation, determined that the factors that drive workers to perform their tasks are hygiene and motivation factors (Illustration 5). In general, the hygiene factors that the author differentiates have to do with Maslow's primary needs and are related to the environment where people carry out their tasks. The hygiene factors that the author differentiates are: economic factors such as worker wages and benefits, working conditions such as facilities, work equipment..., occupational safety such as rules, regulations and procedures, social factors such as the way in which one interacts with colleagues work and finally additional benefits. Finally, regarding the motivation factors that the author differentiates, they have to do with the positions of the job we have and the levels of productivity. These factors are the stimulating work carried out by the people in your organization, the achievement and self-realization, the recognition we have for our tasks and the responsibility in the organization.

Illustration 5: Herzberg's Two factor principles.



Source: Niwlikar (2020).

As we can see in Illustration 6, the motivating factors that Herzberg differentiates refer to the levels of self-actualization and esteem and the hygiene factors at the rest of the levels of the Maslow pyramid.

Illustration 6: Comparison of Maslow's and Herzberg Theories.



Source: Sah (2022).

Cognitive theories are those that refer to the fact that people feel motivated when we have defined objectives and we feel capable of achieving them and that thanks to our efforts we will receive our rewards. Among these theories we find Vroom's expectancy theory, goal setting theory, and equity theory.

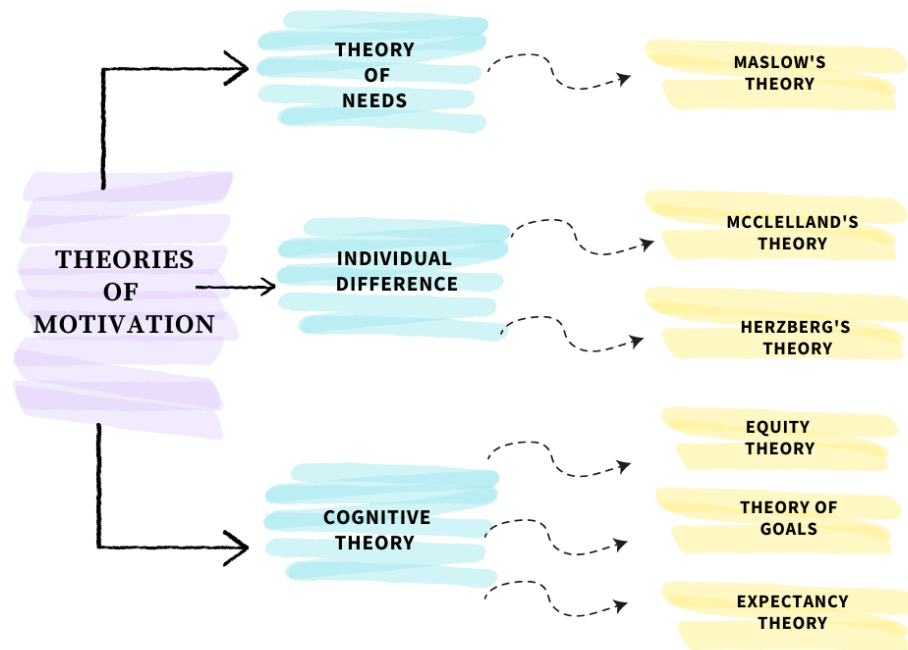
According to Adams (1963), the equity theory explains the influence of the perception of fairness on people's motivation. It is obvious that human beings are constantly comparing ourselves with others. From there, each one has a perception of what is fair and what is not. The fairer it seems to a person, the more motivated they will be. On the contrary, she will feel demotivated. In the world of work, when comparing ourselves to other employees, we want to be treated fairly within the organization. On the contrary, it will affect our motivation.

Regarding the theory of goal setting, Locke (1969) states that each one of us imposes objectives that we want to achieve. The author considers in this theory that working to achieve a specific goal makes people motivated in our work. In this case, the worker, establishing some goals, knows what he needs to achieve his objectives and will feel motivated until he achieves it.

Finally, we are going to explain the expectancy theory according to Vroom. Vroom (1979) establishes in this theory that in each individual we have three factors that determine us in the motivation to achieve our objectives. These three factors are: the individual objectives of each person, the relationship that each of us perceives in terms of productivity and the achievement of objectives, and finally, the ability we have to influence productivity. The author defines this theory as each individual behaves in a different way taking into account the rewards or results after performing the tasks. The aspects taken into account in this theory are valence, instrumentality and expectation. Regarding valence, people value the rewards they want to achieve. We understand instrumentality as the instrument that measures the probability of getting the rewards. And finally, the expectation depends on each individual and is the belief that we have in achieving our goals.

In illustration 7 we can see a diagram of all the theories of motivation explained.

Illustration 7: Theories of motivation.



Source: own elaboration based on Bohórquez et al. (2020).

2.3.3. Factors of motivation

Each individual is attracted by some needs, not all of us have the same ones since each person is different. Some will prefer material goods and others may value the recognition of their tasks more (Rodríguez, 2020).

Therefore, in this section we are going to analyze the factors that influence work motivation reflected in Illustration 8.

First of all, one of the most important factors of work motivation is the **organizational climate**. When we talk about the work environment, we refer to the organizational environment in which relationships between employees develop and an environment is created that can motivate employees in their work or not (Gómez, 2023). The climate within

an organization will have an impact on people's behavior and therefore on their motivation (Sandoval-Caraveo, 2004). Therefore, the better the work environment, the greater the motivation that employees feel. According to Chiavenato (2011) when the work environment is low, it affects the disinterest of people in their tasks. Therefore, if there is a positive climate in a company, the motivation of the members will increase. The human resources department must carry out practices that make people feel that they are part of the whole team.

Another factor that encourages organizational motivation is the **organizational culture**. The culture of organizations is the set of values that are shared among the people that make up the organization (Martini, 2015). Therefore, it also differentiates companies. The purpose of culture in a company is to identify workers who all share the same values and norms and promote the common goal (Kotter & Heskett, 1992). Hofstede (1999) defines organizational culture as “the collective mental programming that distinguishes the members of an organization”. Thus, sharing the same beliefs and values will increase motivation and have an impact on the behavior of people within the company (Levin & Gottlieb, 2009). Companies should try through culture to achieve unity between teams and departments.

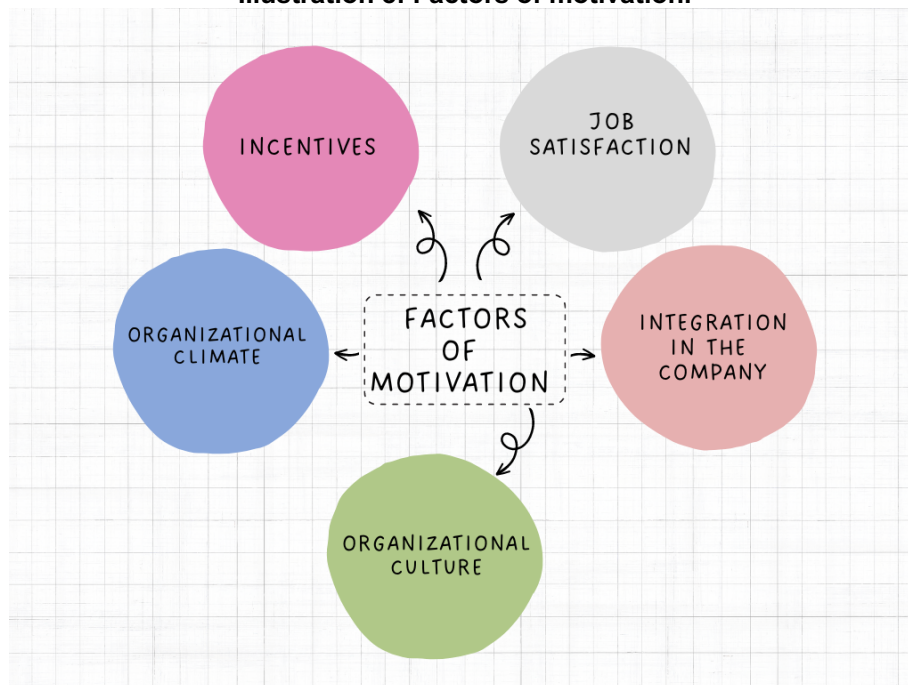
Continuing with the factors that favor the motivation of workers, we find the **incentives**. Incentives try to reward employees for their tasks, as well as their recognition (Robbins, 2010). According to Chao and Li (2010), a psychological contract can promote the creation of trust, cooperation, as well as provide energy to employees so that they can carry out their functions giving their best. There are different types of incentives. Regarding material incentives, according to Rodríguez (2020), some examples would be bonuses, trips, salary... However, money does not motivate everyone. The author considers another type of incentive such as motivational achievement, since he considers that people not only seek to work to earn money, but also to obtain a feeling of satisfaction in carrying out their tasks. Thus, incentives motivate employees, however, motivation will depend on how the employee perceives the incentives (Chiavenato, 2007).

Next, we find **job satisfaction** as a motivation factor. Satisfaction is the degree to which the worker is satisfied with her work and whether he likes it or not and is considered a success factor to keep employees happy and motivated (Santaella, 2023). In addition, it is considered important to improve the performance of people and, consequently, the performance of the

company (Yeung & Berman, 1997). Within job satisfaction, an important factor is the development of people. Rodríguez (2020) affirms that people are versatile and autonomous when we are in continuous development, therefore, it is important that companies consider offering the possibility of promoting workers. Another of the factors that differentiates the author within job satisfaction are the hours to reconcile social and professional life. Thus, he concludes that this factor is important to keep employees motivated and retain talent.

Finally, another determining factor for employee motivation is **integration into the company**. People who feel integrated into the company feel happy. As a consequence, employee productivity improves (Álvarez-López, 1995). The leader has an important role in this factor, since it is the union between the departments of the company and the satisfaction of the parts. In addition, trying to promote employee participation strengthens their integration and will help them feel motivated (Palma-Carrillo, 2000). Apart from motivating, integration also helps to attract and retain great talent (Rajiani, 2016). As Rodríguez (2020) indicates, the integration process is essential when a person joins an organization so that they feel motivated from the beginning.

Illustration 8: Factors of motivation.



Source: own elaboration based on Rodríguez (2020).

2.4. Work commitment

2.4.1. Definition and importance

As we have mentioned on a few occasions, the integration of people in the company is very important to achieve its objectives. That is why it is important to achieve a relationship between the company and the worker. By achieving this, organizational commitment arises. Next, in this section we are going to explain some of the definitions of some authors about work commitment.

In the first place, Mowday (1999) considers this commitment as the force of identification as a consequence of the participation of the people who form the organization. The author also considers that committed workers accept the objectives of the company and work to achieve them.

On the other hand, Meyer and Allen (1991) understand organizational commitment as a psychological state that characterizes the relationship that exists between people and the company. Depending on how this relationship is, the commitment will be one or the other. In this same sense, another of the definitions is the state in which the people of an organization identify with the company and its objectives and wish to continue being part of it (Robbins, 1999).

According to Chiavenato (2004), organizational commitment is the willingness of the employee to carry out his efforts to achieve the objectives of the organization to which he belongs.

Therefore, we can understand work commitment as a positive state of the worker who will do everything possible for the company to achieve its objectives. If the worker is happy and energetic during his day, he will feel passion for his work and will put all his dedication into the company. Therefore, it is important for the company to keep its employees committed to their work in order to achieve its objectives.

According to Meyer and Allen (1997), organizational commitment is important for several factors. First, in organizations more and more jobs are becoming more flexible and because of globalization, organizations are becoming smaller as certain tasks are eliminated.

Therefore, the functions of the people who remain within the organization are more important. Therefore, it is important that the company trusts its workers by giving them their responsibilities. That will make people more committed to their tasks. Secondly, according to the author, there are theories that affirm that people need to be committed to something. In addition, if companies do not use practices so that their employees are engaged, people will divert our interests to other things.

As Gómez (2017) points out, organizational commitment decreases absenteeism in companies when considered recognized. Also, if a person is engaged, that person will be productive within the organization. The set of committed workers will make it possible to form large work teams and will allow the employee to be more creative since they will give their best. As a consequence, the attitude of the employee will be favorable and the clients will perceive it. Finally, the author concludes that a company with committed people increases its profits by 29%.

2.4.2. Types and Meyer & Allen theory

After defining the concept of work commitment, we will now explain the types of commitment and we will focus on Meyer and Allen's theory on work commitment.

TYPES:

In the first place, we find the **attitudinal commitment**, which refers to the consistent attitudes of an individual to stay in the organization (Rico & Rodríguez, 1998). According to Porter, Steers and Mowday (1974), they defined attitudinal commitment as "the relative strength of an individual's identification with a contract towards a company". In addition, this commitment is influenced by three factors: belief, acceptance of the goals and values of the company, the effort of the employees to achieve the well-being of the organization and the desire to continue being part of it (Porter, 1974).

Continuing with the types of commitment, we find the **calculating commitment**. This commitment is understood as the approach to a company in exchange for some benefit (Rico & Rodríguez, 1998). This type of commitment implies that the commitment that a

person has with his organization will depend on the cost of no longer being part of the company (Becker, 1960). Starting from the calculative commitment, some authors consider that the commitment depends on the rewards. The rewards are those benefits that the worker gets in exchange for his work. Therefore, depending on how people perceive their rewards will be their commitment to the organization.

Finally, we have the **normative commitment**, the result of the actions of the company and the predisposition of the employees (Wiener, 1982). We understand that the regulatory commitment implies fulfilling a duty and refers to the loyalty between the employee and the organization and people feel the obligation to remain in the company to fulfill that duty (Böhrt & Larrea, 2018). The feeling of obligation to remain in the company also arises from receiving some kind of benefit, opportunity... (Díaz & Rodríguez, 2007). Therefore, the greater the regulatory commitment of people, the greater their disposition to the company.

MEYER & ALLEN THEORY

Meyer and Allen (1993) defined work commitment as the psychological state that defines the relationship that exists between employees and the company, and that will influence whether or not they remain in the company. Based on this definition, the authors developed a theory, considered the most important on commitment, where they differentiated three elements of commitment. These elements are the affective, continuity and normative component. Next, we will explain in detail the theory put forward by these authors.

As we have previously mentioned, according to Meyer and Allen (1993), there are three components of work commitment.

The first component is **continuity**. This component refers to the costs of leaving the organization. Therefore, employees who have continuity commitments stay with the company because they have to. The next component is the **normative** one. This component understands that workers feel an obligation to remain in the company, which is why they feel they should stay.

The last component is the **affective** one. This component refers to the attachment or emotional union between the employee and the organization. Employees feel identified with the company and its participation. Therefore, in affective commitment, people continue in the company because they want to (Meyer & Allen, 1993).

The three components explained are not mutually exclusive, since it is considered that a person can experience the three forms of commitment in a company. An example would be that an employee feels a desire and a need to be part of the company, but little obligation to do so Meyer and Allen (1993). In table 2 we can see the three components of commitment according to the theory.

Table 2: Three components in commitment.

CONTINUITY	NORMATIVE	AFFECTIVE
Component based on cost and need.	Component based on obligation.	Components based on desire.
Few job alternatives. "they have to stay"	Obligation when receiving benefits. "They must stay"	Psychological rewards. "They want to stay"

Source: own elaboration based on Meller and Allen (1993).

2.4.3. Factors of commitment

According to Álvarez (2008), there are several variables that affect the commitment of employees in their work. The author classifies these variables into three large groups. The first group refers to the demographic or personal characteristics of the employee. In the second group are the characteristics of the job, as well as the working conditions. The last group refers to experiences or appreciations of the worker.

In the first place, in terms of demographic and personal variables, we find the age, sex, education and marital status of the people. Various studies affirm that age and seniority in the company positively affect the three dimensions explained above in the Meller and Allen theory. There are other authors, such as Mathieu and Zajac (1990), who consider that the

age factor is related to the affective component, since the older the person, the more difficult it is for people to find another job, so they decide to stay and find it in to a greater extent bond affectively with the company. As a consequence, commitment increases. The effect of sex on work commitment is ambiguous. Some authors consider that women are more committed (Baugh, 1990), others affirm that men are more committed (Aranya, Kushnir & Valency, 1986) and others conclude that there is no difference between the commitment of women and men (Jacobsen, 2000). Finally, the educational factor can negatively affect the level of commitment of workers. This is because, by having a higher level of education, people may have more opportunities to grow professionally in different companies, so commitment may decrease (Alvarez, 1997).

Continuing with the second group of variables, we find the characteristics of the job and working conditions. According to Álvarez (2008) here is the seniority in the company and the type of position that is covered. With greater seniority in the company, it is expected that the commitment will increase as the affective component increases. In addition, regarding the type of position, Tilly (1996) states that people who occupy higher job positions and have more responsibilities and a variety of tasks increase their commitment to the company. It also influences the autonomy of people in their job and participation in decision-making. As these variables increase, commitment tends to increase (Guerrero, 2011).

Finally, Alvarez (2008) classifies the third group as work experiences or appreciations. In this group is the satisfaction of workers with their salary. In other words, the greater the perception of a fair salary, the commitment will increase. We also found satisfaction with his/her work. Some studies show that the most satisfied employees manage to increase their commitment (Barling, Wade & Fullagar, 1990). In addition, it has been shown that career opportunities within the organization, as well as the possibility of promotion, have an impact on people's commitment to increase (Tansky & Cohen, 2001). Finally, we can also conclude, thanks to various studies, that commitment can be affected by the relationships between colleagues and supervisors, that is, as there are better relationships, commitment will increase (Feldman, 1977).

Table 3: Factors of commitment.

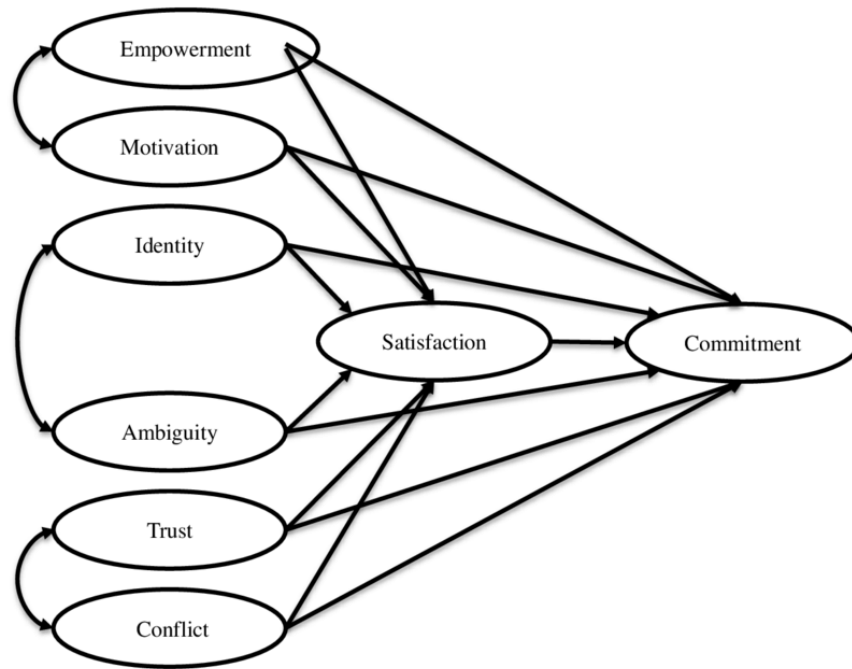
GROUPS	FACTORS
Demographic or personal characteristics of the employee.	Age, sex, education and marital status of the people
The characteristics of the job and work conditions.	The seniority in the company, the type of position that is covered, the autonomy and participation in decision-making.
Experiences or appreciations of the worker.	Satisfaction with the salary, satisfaction with his/her work

Source: Own elaboration based on Álvarez (2008).

Caykoylu, Egri, Havlovic and Bradley (2011) propose a model on work commitment in which they propose seven causes that affect commitment through satisfaction. As we can see in the illustration 9, these factors are: empowerment, motivation, identity, trust, ambiguity and conflict. Regarding empowerment, we understand it as the power and autonomy that the company grants to the employee for decision-making (Rodríguez, 2021). Continuing with the concept of identity, it can be defined as the relationship that people have with respect to the position they occupy and the work they do (Andrade, 2014). That is, it has to do with what the person is within the organization. Regarding organizational trust, Lin (2009) defines it as “the willingness of employees to be vulnerable to the actions of their organization, without employees having control over these actions and behaviors”. Continuing with the ambiguity, it is understood as the situation of doubt and uncertainty, either because we are not clear about what has to be done or how to respond, or perhaps because the information was not adequately transmitted (Garrido, 2015). Lastly, organizational conflict can be defined as the dispute between members of a team due to differences of opinion or problems within the team (Soler, 2021).

The authors consider in this model that an increase in motivation and empowerment achieves an increase in job satisfaction and commitment. However, if the ambiguity is reduced, as well as the conflict, it allows the commitment. Thus, if it is achieved in an organization that increases work identity and confidence, it will increase satisfaction and commitment in the organization.

Illustration 9: Organizational commitment model.



Source: Caykoylu, Egri, Havlovic and Bradley (2011).

2.5. Relationship of high commitment practices with motivation and work commitment.

After explaining in detail what high commitment practices, motivation and work commitment consist of, in this section we will explain the relationship between these variables.

There are many studies and research that conclude that work commitment and employee motivation are linked to high commitment practices (Almutawa, Muenjohn & Zhang, 2016). Companies around the world have been adopting this type of practice for many years, since it is evident that, when used, organizations realize that people become more involved in their work and generate superior efforts for the organization to achieve their objectives (Arthur, 1994).

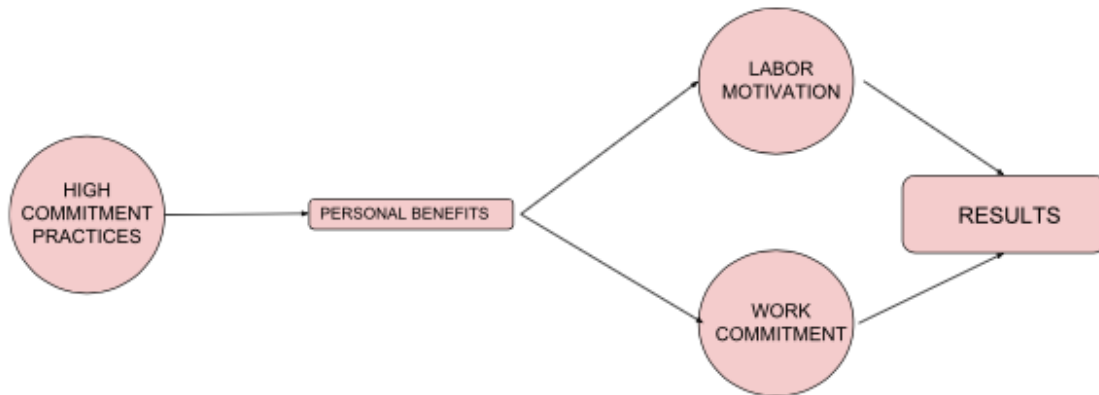
According to Blau (1964) and as we can see in the illustration 10, it is established that the effect that these practices have on the motivation and commitment of workers has to do with the theory of social exchange, since both parties, the company and the worker, expect a mutual benefit. In other words, people perceive these practices as a benefit that the company gives us for our growth and development, and we pay it back to improve the company's performance and as a consequence, the organization obtains the expected results. In addition, some authors such as Kehoe and Wright, (2013), consider that high commitment practices are used by companies as a strategy to improve motivation and, as a consequence, the commitment of workers.

Other investigations perceived that high commitment practices are not directly related to the performance of the company, but they do increase the commitment of the employees and, as a consequence, this allows improving the performance of the company (Pattnaik & Sahoo, 2019).

Another conclusive and relevant fact that Fabi (2015) states in his research is that if people do not perceive the practices used in the company that enhance their skills, motivate them and give them the opportunity to participate, they will not manifest any or little commitment to perform their tasks.

Therefore, after analyzing in detail the practices of high commitment, the motivation of the workers and the work commitment, we can conclude that there is a correlation between these variables. Thus, it depends on the practices that are used in the company, the motivation and commitment of the employees will be one way or another. The better these practices are, and the more fulfilled we feel, the motivation in our work, as well as the commitment we have when carrying out our tasks will be higher. Therefore, we conclude that it is important for the performance of the company to use good practices of high commitment, since thanks to this, people will put the maximum of themselves so that the company achieves its objectives.

Illustration 10: Relationship between high commitment practices, motivation and work commitment.



Source: own elaboration based on Blau (1964).

3. CASE STUDY

Once the theoretical framework has been analyzed and after explaining in detail the practices of high commitment, the motivation among workers and work commitment, we are going to analyze the case of the Valve company. In this part of the work, we will talk about the company in general terms, and later we will focus on the variables explained in the theoretical framework. In other words, through various secondary sources we will observe that high commitment practices are carried out in the company, as well as analyze the motivation of Valve's workers and their commitment to the company. In addition, we will see in the case of the company, how these three variables studied are interrelated. That is, does Valve use high commitment practices that can favor the motivation and commitment of its employees?

3.1. Company's presentation

Valve Corporation or also known as Valve Software, is a company located in the United States characterized by the development of video games. The organization was founded by Gabe Newell and Mike Harrington, ex-Microsoft workers, so the two of them had a lot of

experience in this sector. Today, its headquarters are located in Bellevue, Washington. In addition, the company has approximately 360 employees, the most important asset of the organization.

Valve is considered to target audiences between 10 and 30 years old and its main games are action games. His fame rose thanks to his first game called Half-Life, released in 1998. Another of his achievements was the creation of the Source video game engine. We understand as a videogame engine the series of routines that allows the design, creation, as well as the full operation of the videogame in question. When the company developed Half-Life 2, it already did so with its internal Source engine, since they had advanced systems and improvements to their characters. Since then, the company has developed dozens of games occupying the top positions on the list drawn up by users in the sector.

In 2002, Valve launched Steam, a digital platform. Through this, it has been releasing updates for its games and for free. On this platform, the company has more than 1,000 games available, reaching more than 75 million users. Thanks to it, your customers can play their games wherever and whenever they want. In addition, the organization developed its own console called the Steam Deck, a portable console that you can also connect to the television and where users can find their video games.

Valve Corporation considers itself one of the companies that constantly uses innovation hand in hand with technology. Its main objective is to achieve maximum compatibility in different operating systems and create new technologies to generate better experiences in their video games. The main feature that sets it apart from its competitors such as Playstation, Microsoft or Nintendo is that the company offers opportunities to independent developers so that they can show their creations and earn money with their video games. Another of its competitive advantages is that the Valve platform offers its users support that allows them to keep their games optimized and updated thanks also to its 24-hour work team. The company's mission is to give total security and confidence to its customers, since they also have a large market thanks to the millions of users who trust Valve. As for its vision, it intends to keep its users and in the future be the best video game developer.

Apart from the products and services offered by the video game company, Valve is known worldwide for the importance it gives to each of its workers, thus achieving most of its

success. In the company there are no bosses, the employees decide where to carry out their tasks and the salaries are decided among all of them. That is, the organization does not have any hierarchy. These are some of the recognized characteristics of the company throughout the world. Next, we will talk and analyze in great depth the role that people play within Valve and what their high commitment practices are.

3.2. Methodology

After addressing all the theoretical parts of this work and introducing the company that we are going to talk about, for this part of the work, the type of methodology that we are going to use is the case study. The case study investigates a contemporary phenomenon in depth and within the real context (Yin, 2018). That is, it is an empirical investigation of a contemporary phenomenon in which the use of both quantitative and qualitative data stands out and answers the research questions (Remenyi, 2012).

In our case, we have selected the company Valve, a company specialized in the creation of video games and known worldwide for the role that people play within the organization. Specifically, our case study will be recognized as a qualitative data study. It should be noted that this type is made up of information extracted from secondary sources, such as interviews conducted by third parties and other information such as publications, news, web pages... visible to all types of users. In this specific case, our main source will be the employee manual (Valve Corporation, 2012) that they give to people who come to the company as new workers published by the company itself.

In this work, it is proposed to carry out a case study on the role that people have within the Valve company. Specifically, from the theory exposed throughout the work, we will analyze the high commitment practices that they use and later we will analyze how these practices affect the motivation and commitment of the company's employees. Finally, we will conclude if the practices used by the company are of high commitment and if they favor the motivation and commitment of the people who form it.

3.3. Results

3.3.1. High commitment practices in Valve

As we have explained previously, high commitment practices are those that manage to improve the knowledge and skills of a company's employees and manage to increase their motivation and also allow them to retain the most qualified employees (Céspedes, Jerez & Valle, 2005). In addition, another of its objectives is to increase employee commitment (Arthur, 1994).

According to some authors, and as explained in the theoretical section, high commitment practices are large workplaces, selective recruitment, fixed contracts, intensive formation, performance assessment, salary, internal promotion, teamwork, flexible timetable and information shared.

Next, we will see to what extent Valve uses these practices. To do this, first of all, we are going to describe the human resource practices that Valve carries out (Valve Corporation, 2012).

Regarding the practice of **large workplaces**, the company is characterized by having a flat structure, in which they do not have bosses or superiors. That is to say, the company carries out a system of holacracy, there are no bosses and the employees self-manage their tasks. Valve workers do not have fixed roles, but roles are created to adapt them to the objectives of the group. Each worker has the full freedom to choose the project they want to work on, analyze which project has the greatest impact and think about what Valve is not doing and should. Therefore, there is a list of projects that are being carried out to learn about them. At Valve, they leave their professional development and growth in the hands of the employees as there are no roles. Within the company, everyone develops the role that best suits the job at hand. All this makes it possible to boost the employee's career, develop and multiply their skills.

In keeping with the **recruitment (selective recruitment and fixed contracts)**, the company is constantly looking for great, knowledgeable and competent people, which drives the performance per employee up. Valve wants to get people who adapt to the company in terms of its culture and values. The company's intention is to continue hiring the best

employees and expand its business. According to the company, the key is to carry out a good hiring process, since incorporating someone into the company is very important, since it can contribute positively by adding value to the entire company, but it can also contribute negatively. A negative aspect of Valve is that by not having directors, sometimes it takes them to know if when they hire an employee they have done the right thing or not. Regarding the selection of personnel, one of the ways they evaluate the candidate is by asking them some questions such as: would you want this person as your boss? Would you learn many things from her? What would happen if this person ended up working for you? the competition? What they value in their candidates is that they are very collaborative people, with high communication skills, inventive, iterative, creative and reactive. For them, these qualities are more important than having specific knowledge. Another of the systems that the company uses is the "T-shaped" system, that is, it looks for generalists who would be the top of the T and experts who would be the stick of the T. In addition, it is characterized by wanting people more talented than they are, as they believe it is what helps make Valve great success and increases the value of the company.

As for **Valve's training**, as we have mentioned before, the professional development and growth of employees is in their hands. Each employee develops the role that best suits the work he is doing at that moment. In addition, since it has no structure, no employee can aspire to be a director, but it gives the opportunity to advance the professional career of the employees in an effective and accelerated way. The organization gives the opportunity to develop the skills of employees regardless of the limitations of other companies. "The growth ladder" as the company refers to, depends on the growth capacity of people. Therefore, Valve is not considered to have a development type formally, since it believes that high-performing people improve and advance on their own. In addition, since there is a diversity of talent within the company and there are no assigned tasks, it is easy to develop skills that are not the employee's specialty.

Another of the high commitment practices that we explain in the theory is **performance assessment**. In the case of Valve, two evaluation methods are carried out, peer evaluation and ranking. First of all, peer review is based on collaboratively extracting information from each employee in order to grow as an employee and improve performance if they are not doing well. The purpose is to help others by providing them with information about themselves. In this method, a group of people from the company (they vary) interview the

entire company and ask each of them with whom they have worked since the last evaluations carried out. Secondly, the classification by ranges is used to obtain who contributes the most value to the company and then, based on this information, adjust the salary. To do this, each project group, divided by ranks, classifies the others based on the following categories:

- Level of skills or technical capacity, that is, the level of ability to solve all the problems that arise internally in the company, level of imagination to be able to innovate...
- Productivity or performance. It refers to how efficient or inefficient you are at work by reconciling work and personal life, which Valve gives workers a lot of room for so they can make the most of their time in the office and be as effective as possible.
- Contribution to the group. Exchange information in the group. Having a leader could be good to value said contribution, but that would not give the leader a higher classification, but rather keeping the structure flat internally in the group.
- Contribution to the product, providing greater value to the product by controlling its quality and being able to visualize in advance the different errors that may appear during the launch process.

After the classification is done, the information is shared with the organization and evaluated.

After the practices that it uses in terms of performance assessment, in terms of **salary**, as we have explained before, the salary is adjusted according to the value of each person. That is, through the evaluation with the method of classification by ranges, once the levels of ability, productivity, contribution to the group and the product are analyzed, the salary of each person is adjusted according to the value that is contributed to the organization. The objective of the company is that the remuneration is as adequate as possible. Also, at the beginning of the employees they are usually very flexible with their salaries, since when they join, Valve listens to their salary requirements and they do everything possible to satisfy them. The purpose is that each employee receives what they deserve. Another of the practices that Valve uses are various non-monetary compensations such as being able to wash their clothes at work, go to the massage parlor, play darts, play sports in the gym and even paid vacations for the whole family.

Continuing with **internal promotion**, the organization stands out for leaving professional development and growth in the hands of the workers themselves. Each of the workers

performs the role that best suits the work they are doing at that time. Furthermore, since there is no traditional reporting structure, people do not aspire to move up in the hierarchy or to be a department manager, as they do not exist. However, Valve gives its employees the opportunity to boost their professional career in an efficient and accelerated way, as well as to develop the skills of each one. Thus, the organization does not have any type of development, since they consider high-performing people to improve and advance on their own.

Following our theoretical base, we are going to talk about the practice of **teamwork** that they use at Valve. As we have explained, Valve does not have a defined structure, so this requires great responsibility for the workers. When each one chooses the project, they want to work on, the company seeks that the employees help each other, especially that when choosing a project, you choose the people you need, listen to your colleagues and contrast the information with them. The company has cliques, that is, multidisciplinary project teams. That is, temporary working groups whose goal is to launch a product or feature. These cliques arise naturally, as people decide to join the group if they feel the project is important enough to spend their time on.

In reference to the **timetable**, Valve considers that having the habit of working overtime is a planning or communication error, although sometimes in the company there are people who decide to stay a while longer to finish something important at the last minute. The organization considers that if this happens very often, there is something that they have to evaluate and change. Therefore, in the company the workers have flexible hours to carry out their tasks. This is because Valve wants to have talented people who stay with them, and for this, they see it as necessary to make it easy for their workers to reconcile their work lives with their personal lives.

Finally, regarding the practice of **sharing information** in the Valve manual, they explain that sometimes a person is appointed as the leader of a project, but this arises naturally, he is not the typical leader with an administrative position. This leader has the function of having the entire project in his head so that the people who are working on that project can turn to him and be able to compare the information with them. In addition, as we have explained previously, each one chooses the project they want to develop, but to know which project they can work on, there is a list of those that are being carried out. Therefore, it is concluded

that the information in the company is shared so that everyone can see the projects that are carried out and participate in the one that can provide the greatest value.

Now, in Table 4, we are going to relate the theory about high commitment practices with those carried out by Valve and we will conclude if these practices that it uses are considered high commitment or not. The table is divided into five columns. The first refers to the list of high commitment practices that we have detailed in the theoretical section. The second column refers to the definition of each practice. In the next column we have explained what is carried out at Valve in relation to each practice. Finally, in the last two columns it is concluded whether these practices carried out at Valve can, therefore, be considered high commitment or not.

Table 4: High commitment practices in Valve

HIGH COMMITMENT PRACTICES ACCORDING TO THE THEORY	DEFINITION	VALVE	YES	NOT
Large workplaces	Expansion of Jobs with more tasks, but without overloading your work.	Each worker has the full freedom to choose the project they want to work on, analyze which project has the greatest impact and think about what Valve is not doing and should.	X	
Recruitment (Selective recruitment and fixed contracts)	Permanent contracts and avoid temporary jobs. "T-shaped systems".	The company is looking for very talented people to stay as art of the company and make it grow.	X	
Intensive formation	Importance in training employees to enrich their skills and knowledge.	Valve does not consider itself to have a development typo formally, since it believes that high-performing people improve and advance on their own.		X

Performance assessment	Evaluation systems based on employee results	Peer evaluation and ranking.	X	
Salary	Importance in salary policies. Incentives, variable remuneration, individual and above the market.	The company is flexible with the salary workers expect and offers incentives such as vacations for the whole family.	X	
Internal promotion	Importance of professional development of workers	There is not traditional hierarchical structure, people do not aspire to move up in the hierarchy or to be department managers because it does not exist.		X
Teamwork	Work in teams to share the knowledge of the members.	Employees work on projects with the aim that they all help each other.	X	
Flexible timetable	Flexible working hours to be able to reconcile work and personal life.	In the company, workers have flexible hours to carry out their tasks.	X	
Information shared	Information systems shared between the employees of the organizations.	The information of the projects is visible to all workers and that each one chooses in which to work.	X	

Source: own elaboration based on Valve Corporation (2012).

After relating the human resources practices carried out by the Valve company with the theory on high commitment practices, we can conclude that the organization carries out high commitment practices that favor the knowledge and skills of employees. Typically, it performs almost all of the high commitment practices that we define in theory. However, in reference to training, it is not considered that they carry out an intensive training practice since the company leaves their training and professional development in the hands of the people without providing them with any specific training. In the case of internal promotion, it is not considered that this practice is carried out since in the company there is no hierarchy in which employees can rise in level and responsibility, so no one aspires to be a director.

As a consequence, Valve works to increase employee commitment, satisfaction and motivation, as well as trying to achieve a good working environment and develop the capital of the organization. For all these reasons, and based on theory, this will favor an increase in productivity.

3.3.2. Motivation in Valve

Next, in this section we are going to analyze how the company Valve favors the motivation of its employees.

As we have explained in the theoretical part of this work, carrying out high commitment practices in a company favors, among other things, the motivation of workers. Thus, after concluding that the organization does use this type of practice, we can say that consequently it will also favor and take into account the motivation of the people who are part of Valve.

Remembering the definition of work motivation explained above, motivation is understood as the relationship of behavior caused by various factors, whether internal or external, and in which the desire and needs of people obtain the energy that is necessary to encourage employees. people who perform different activities (Chiavenato, 2000).

However, based on the factors that favor work motivation, we are going to see how they are taken into account in the organization in order to carry out a deeper analysis. In the theoretical part we have seen that the motivational factors of people in their work environment are: organizational culture, work environment, incentives, job satisfaction and integration into the company. Let's see if Valve works on these factors. However, motivation is something personal and not all workers will be motivated by the same thing in the same way.

In the first place, in terms of **organizational culture**, we have seen in the practices that when hiring people, they take into account that they share values with the company, since what they seek is for people to remain in the organization. In addition, it has a peculiar culture that is different from other types of organizations, as it is a company without bosses and with a flat structure. They also try through culture to achieve unity between the teams that are formed and work a lot on cooperation between people. So that can help employees feel motivated.

Secondly, it is considered that work is being done to improve the **work environment**, that is, the environment of the organization. As we saw in theory, the weather will affect the behavior of people. The company encourages teamwork and cooperation, since each one works on a project, but each one helps in what they are good at. In addition, by not having managers, workers do not aspire to move up the hierarchical level because they do not exist. This will mean that there is no rivalry between people and will favor the work environment. Therefore, that will help in the motivation of employees.

Another of the factors that we saw that favor work motivation are **incentives**. As we saw in Valve's high commitment practices, incentives play a very important and different role than traditional companies. Valve offers its workers washing machines to wash their clothes, massage rooms and a gym, so that employees can take a break from their workday. Even every year the company gives each employee a trip with their family for a week to some tropical place. All this helps to increase the motivation of employees.

Regarding **job satisfaction**, as we saw in the high commitment practices, employees are considered to be satisfied with their work for all the practices that are carried out. However, in theory we saw that an important factor in satisfaction was development. In other words,

people are satisfied when they are in continuous development and the possibility of promotion is offered (Rodríguez, 2020). So, as we have explained before, the development of Valve employees is in the hands of each worker and no specific practice is carried out to train employees. Talented people are considered self-learning. In addition, workers do not choose to be directors or move up the hierarchical level. Therefore, this can be a negative point that does not favor job satisfaction and therefore the motivation of employees.

Finally, another factor that favors motivation is **integration** into the company. As we have explained on several occasions, people choose to work on the project they want and be part of the team they want. For this reason, they encourage teamwork, and therefore, this facilitates the integration of people in the company, since to work as a team they are in constant communication with all the employees. In addition, you are not always in a permanent team, but that each project is formed by different people and when one is finished, it becomes part of another.

In table 5 we find four columns. The first refers to the motivational factors of the workers explained in the theory. In the second column we can see how Valve works to improve these factors. And, the last two columns refer to whether what the company does improves motivation or not.

Table 5: Motivation in Valve.

FACTORS OF MOTIVATION	VALVE	YES	NOT
Organizational culture	The company looks for people who share values. Through culture they seek cooperation and unity.	X	
Organizational climate	Cooperation, teamwork, no bosses, no rivalry.	X	
Incentives	Washing machines, massage rooms, gym, holidays for the whole family.	X	
Job satisfaction	No development		X
Integration into the company	Teamwork, integration and communication	X	

Source: own elaboration based on Valve Corporation (2012).

In short, after analyzing the motivational factors, we can conclude that the practices carried out are motivational factors, so we can say that the company does work to promote motivation among the people who are part of Valve. However, it should be added that motivation is something personal and not all people are motivated by the same thing. So the level of motivation of each employee will be different.

3.3.3. Work commitment in Valve

After analyzing how it works to achieve the motivation of Valve's employees, we are going to see if the company tries to get workers to be committed to the organization.

As we saw in the theoretical framework, work commitment is the force of identification as a consequence of the participation of the people who make up the organization (Mowday, 1999). Meyer and Allen (1991) consider that work commitment is a psychological state that characterizes the relationship between people and the company and depending on how the relationship is, the commitment will be one or the other.

Regarding the factors of work commitment and focusing on the model of Cykoğlu, Egri, Havlovic and Bradley (2011), there are seven factors that affect commitment. These are: empowerment, motivation, identity, trust, ambiguity and conflict. As for empowerment, the company gives the employee the power and autonomy of the decisions they have to make. As for identity, since they do not always work on the same thing, they do not have a permanent job to do. However, each one is good at some things, so each one has their own identity within the company. Continuing with trust, the company gives employees all the confidence to work on the project they want, therefore, the employees will also have full trust with the company. Regarding ambiguity, it may be that employees often have doubts about how to act in a project and in decision-making, since there is no one to guide them as it is a flat structure and does not have directors. Finally, there may also be conflicts between work teams in decision-making. However, the company works to avoid conflict by not having rivalry between employees in having one position or another within the company.

In table 6 we can see in an illustrative way how the company works to increase the commitment of its employees. In the first column we can see the factors, in the second how the company works on them, and in the last column whether commitment increases or not.

Table 6: Commitment in Valve.

COMMITMENT FACTORS	VALVE	YES	NO
Empowerment	Empower and autonomy to the employees.	X	
Motivation	Motivational practices.	X	
Identity	Everyone has their own identity in the company.	X	
Ambiguity	They may have doubts in making decisions because they have no one to guide them.		X
Trust	Trust to carry out the project they want.	X	
Conflict	No rivalry	X	

Source: Own elaboration based on Valve Corporation (2012).

As concluded in this model, by increasing motivation and empowerment, job satisfaction and commitment are increased. If you try to reduce ambiguity and conflict, commitment will increase. And finally, if identity and job confidence are increased, job satisfaction will

increase and therefore job commitment. Therefore, it can be concluded that Valve does work to improve commitment among its employees. However, as with work motivation, it is something personal and not all people need the same thing to increase their commitment to the company. In addition, as we saw in the theory, there are other factors such as demographic factors such as age, sex, education, as well as the experiences of each worker that influence commitment (Álvarez, 2008). In this work, there is a lack of personal information on each worker, so the study of these links cannot be totally complete.

4. CONCLUSION

The final objective of this work was to review and analyze how high commitment practices affect the motivation and commitment of the people who are part of the Valve company. After analyzing in detail what this type of practice consists of and how the motivation and commitment of the workers is achieved, we have been able to draw several **conclusions**.

In the first place, once these practices have been analyzed, we have concluded that carrying them out could favor the commitment, satisfaction and motivation of employees by achieving a good working environment. In addition, it achieves the development of human capital and manages to increase the productivity of the organization (Fernanda, 2018).

Regarding motivation, we have come to the conclusion that it is essential to make employees feel motivated in order to obtain better results. With greater employee motivation, people will perform their tasks in the best possible way, so the company will obtain better results (Parrales, Villao & Pisco, 2022).

Moving on to our goal of finding out the importance of employee engagement, we can conclude that organizational engagement decreases absenteeism. Therefore, a committed person will be more productive and will allow the employee to give their best (Gómez, 2017). In other words, a company with committed people, according to research by Gómez (2017), increases its profits by 29%.

Once these three variables were analyzed separately, one of the proposed objectives was to find out what relationship they have. That is, how high commitment practices affect the motivation and commitment of a company's employees. After our investigations, we have concluded that there is a correlation between them. The better the practices that are used in the company, the more fulfilled people we will feel, therefore, the motivation and commitment that we will have with our work will be higher.

After analyzing the video game company Valve, we have been able to conclude that the practices it carries out are considered to be of high commitment. The practices used by the company favor the knowledge and skills of the people who form it. Thus, after analyzing the

motivational and commitment factors of the company, we conclude that it also works to promote the motivation of its employees, as well as to improve the commitment of its workers.

Therefore, after all the analysis work, we can conclude that high commitment practices in organizations encourage and help improve the motivation and commitment of the people who make up the company, and consequently help improve results of the organization.

It is worth mentioning that the case study of this work has been limited in the search for information, since it is more complicated to obtain primary information and get in touch with the employees themselves and assess the degree of motivation and commitment they have with the company. Thus, this work has been based on the information published by the company, specifically with the Employee Manual, and has analyzed to what extent the company works in these aspects. Therefore, some future study could complete this, including primary information from interviews and surveys of employees.

In the case of the analysis of the motivation and commitment of the employees, we have not been able to speak with workers of the organization, so it has been more difficult to know if people really feel motivated and committed to their work, since these variables are more personal. However, we have been able to analyze whether the company works to help employees feel more motivated and engaged. Despite these limitations, we have been able to obtain all the information we were looking for thanks to the employee manual that the company itself has made public.

After completing the study of how high commitment practices are related to the motivation and commitment of Valve workers, we can make a proposal for long-term **improvement**. Regarding training, Valve should work on practices that promote training, since it leaves it up to the employees to develop and perhaps for many it is not so easy. The company could carry out more technical courses to improve people's skills, as well as courses on teamwork or how to improve decision-making, since by not having bosses, people are forced to make many decisions independently, and it is not so easy for all people to have so much autonomy in their job. As we have seen in the case study, there are no bosses or structures in the company, and this can influence the ambiguity of the workers. By not having anyone to guide them, they may have doubts in decision-making or too much freedom that can affect making

bad decisions. Therefore, apart from the project teams that exist at Valve, there could be a team that is in charge of coordinating all the teams. This could help guide all workers on all projects.

Thus, many companies should take the example of Valve and many others who, thanks to their concern for carrying out high commitment practices, make employees feel motivated and committed to their work and that helps them improve their results.

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