



Uncovering local communities' motivational factors to partner with a nonprofit for social impact: A mixed-methods approach

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ABSTRACT

Although cross-sector partnerships are increasingly recognized as essential to creating social impact and local communities are acknowledged as key potential partners, inter-organizational relationships for social impact from the perspective of local communities have been overlooked. This article aims to contribute to closing this research gap by identifying the motivational factors that can foster an active collaboration of local communities with a nonprofit for social impact. Specifically, we focus on the relationships between 45 local communities and the PN-ANMI Management Committee in Bolivia. First, we conduct a qualitative study consisting of 50 interviews with local community representatives and the PN-ANMI Management Committee members. We then perform a quantitative study of a sample of 799 community members to validate the findings from the qualitative analysis. This mixed-methods approach reveals that environmental preservation, community well-being, self-esteem, and organizational effectiveness are relevant factors influencing local communities' willingness to enter into partnerships for social impact.

1. Introduction

Cross-sector partnerships are essential to address current societal grand challenges such as climate change, loss of biodiversity, and poverty (Ferraro et al., 2015; Gallo et al., 2018; Koschmann et al., 2012). The United Nations (UN) 2030 agenda, consisting of 17 Sustainable Development Goals (SDGs),¹ is regarded as the most important plan of action to carry out the major social transformations needed to positively impact people, the planet, and the economy (Montiel et al., 2021; Van Zanten & Van Tulder, 2018). This agenda recognizes that such social transformations require strong collaboration between a myriad of stakeholders (UN, 2015).

The literature on social impact acknowledges that no single organization can cope with social and environmental grand challenges due to their magnitude and global scope (e.g., Kolk & Lenfant, 2012; Koschmann et al., 2012; Sakarya et al., 2012; Weber et al., 2017). Consequently, there has been growing academic interest in why and how organizations create successful partnerships for social impact and how they manage their relationships with other stakeholders (e.g., Sakarya et al., 2012; Selsky & Parker, 2005; Weber et al., 2017). For example, studies have researched inter-organizational relationships for

environmental degradation reduction (Niesten & Jolink, 2020), poverty alleviation (Hahn & Gold, 2014), and biodiversity conservation (Boiral & Heras-Saizarbitoria, 2017).

Most of the literature on inter-organizational relationships for social impact has focused on partnerships between nonprofits and large corporations (e.g., Berger et al., 2004; Hahn & Gold, 2014; Kolk & Lenfant, 2012; Sakarya et al., 2012; and a review by Selsky & Parker, 2005). Although these partnerships are critical for building sustainable societies and communities, they are not enough. Previous studies have acknowledged that creating social impact requires the active involvement of local communities and indigenous groups (Berrone et al., 2016; Boiral et al., 2019; 2020; Googins & Rochlin, 2000; Murphy & Arenas, 2010; Stephan et al., 2016). Likewise, the UN SDG 17 “Partnerships” emphasizes the importance of engaging and partnering with local communities and civil society to deliver the social transformations proposed by the SDGs (UN, 2015). Local communities are considered key partners to achieve social change since there is a direct link between social impact and communities (Tello, 2020). Achieving sustainable communities requires building community capacity and working directly with local actors (Kolk & Lenfant, 2012) since they could resolve many of their own social problems (Alvord et al., 2004) and find more

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¹ Resolution A/RES/70/1 available at <https://sdgs.un.org/2030agenda>

robust solutions that respect local culture and are socially just (Delgado-Serrano et al., 2017). Thus, local communities need to participate in the strategic and operational planning of their territories. Although some studies on the social impact related to Protected Areas have been conducted from the perspective of local communities, their main goal has been exploring the perceived social impacts of the designation of a Protection Area (e.g., Jones et al., 2017, 2018, 2020).

Previous studies have also acknowledged that the motivations to build partnerships for social impact differ between distinct types of partners (Di Domenico et al., 2009; Hahn & Gold, 2014; Weber et al., 2017). For instance, large corporations primarily seek to attain legitimacy and social license to operate, while the motivations of nonprofits are generally altruistic (Selsky & Parker, 2005). Given that local communities' well-being is directly linked to the area's environmental, social, and economic state (Jones et al., 2018, 2020; Ruiz-Mallén et al., 2015), their motivations to create inter-organizational relationships are expected to differ from that of other stakeholders. Nevertheless, the extant literature on inter-organizational relationships for social impact has overlooked local communities as key partners.

We contribute to closing this research gap by focusing on the inter-organizational relationships between local community members, including their leaders and various organizational forms, and a nonprofit for social impact, as well as, on their indirect interactions with other non-business organizations that promote social well-being through their support to the nonprofit. Specifically, we examine community members' motivations to establish relationships with a nonprofit for social impact. Local communities are regarded as organized social groups comprised of different types of individuals and organizations operating in a defined territory (Ivey et al., 2004; Johnston et al., 2000).

Our empirical analysis is based on the Natural Park and Integrated Management Natural Area (PN-ANMI) of the Serranía del Iñao in Bolivia, one of the most important natural areas in Latin America spread across four municipalities in which 45 communities are located. We focus on the inter-organizational relationships between the 45 local communities and the PN-ANMI Management Committee, a nonprofit created in 2007 to simultaneously promote biodiversity conservation and local communities' well-being. The nonprofit has created inter-organizational relationships with the representatives of each of the communities, but also with local community members, including micro organizations such as family farms, producers unions, and local biodiversity conservation associations to maximize its social impact. Moreover, the PN-ANMI Management Committee collaborates closely and receives support from other relevant stakeholders such as government authorities, universities, and other NGOs.

This study follows a mixed-methods empirical approach (Creswell & Clark, 2007; Molina-Azorín et al., 2017). First, we conduct a qualitative study consisting of 50 interviews with local community representatives and PN-ANMI Management Committee members. Second, we perform a quantitative study involving a survey of 799 community members to validate the theoretical dimensions that emerged as motivators in the qualitative analysis.

This article contributes to the literature on inter-organizational relationships for social impact in several ways. First, we spotlight the role of local communities as key partners and address partnerships for social impact from the perspective of the local communities. We identify local communities' motivational factors to create and maintain relationships with a nonprofit seeking the sustainable development of an area. Second, we adopt an integrative theoretical perspective by relying on the three main theories that have been used (resource-based, institutional, and relational), although in a disconnected way, to identify the motivations to enter into partnerships for social impact. Such integration allows a more holistic understanding of local communities' motivations. Finally, this article contributes to the literature on biodiversity conservation by responding to recent calls on why communities engage in biodiversity activities (e.g., Boiral & Heras-Saizarbitoria, 2017; Smith et al., 2019) and how relationships with indigenous communities can be

managed (Boiral et al., 2019, 2020).

2. Inter-organizational relationships for social impact: Local communities as key partners

Cross-sector partnerships have evolved as an increasingly popular mechanism for coping with complex societal problems that require collective action and strong collaboration among stakeholders (Berger et al., 2004; Ferraro et al., 2015; Koschmann et al., 2012; Montgomery et al., 2012). The main logic behind creating such partnerships is the opportunity to deliver social value that surpasses the value created by any party acting in isolation (Googins & Rochlin, 2000) and then having a broader positive social impact (Gillett et al., 2019; Montgomery et al., 2012). Positive social impact is defined as the process of transforming patterns of thought, behaviors, social relationships, and structures to generate beneficial outcomes for individuals, communities, society, or the natural environment (Stephan et al., 2016; Tello, 2020).

Previous research has identified the benefits and motivations of the partners for creating inter-organizational collaborations for social impact from both a resource-based view and an institutional perspective. From the resource-based view, organizations engage in inter-organizational relationships to complement each other and obtain sufficient resources and competencies for their social causes. Partnerships facilitate sharing and accessing resources and capabilities (Gillett et al., 2019; Niesten & Jolink, 2020; Selsky & Parker 2005), including knowledge, past experience in societal projects, reputation, and financial resources (Berger et al., 2004; Di Domenico et al., 2009; Hahn & Gold, 2014; Montgomery et al., 2012; Sakarya et al., 2012). From the institutional perspective, obtaining legitimacy is the primary motivator for engaging in partnerships for social impact (Gillett et al., 2019; Sakarya et al., 2012; Selsky & Parker, 2005). The choice of partners in social partnerships is vital since legitimacy is influenced by the partners' reputations (Niesten & Jolink, 2020; Sakarya et al., 2012).

Additionally, there has been growing academic interest in how organizations manage their relationships with stakeholders for social impact (Kolk & Lenfant, 2012; Hahn & Gold, 2014; Longoni et al., 2019; Weber et al., 2017). These articles draw on Dyer & Singh's (1998) relational view to examine factors influencing the effectiveness of inter-organizational relationships for social impact. The relational view posits that relation-specific investments and governance mechanisms are essential for creating common social value (Weber et al., 2017). These articles have found that informal self-enforcing governance mechanisms such as trust (Hahn & Gold, 2014; Kolk & Lenfant, 2012; Longoni et al., 2019; Weber et al., 2017), social altruism (Gillett et al., 2019; Longoni et al., 2019), knowledge sharing routines (Hahn & Gold, 2014; Koschmann et al., 2012), and creating spaces for negotiation (Gillett et al., 2019) are needed for the proper functioning of the partnership and partners' willingness to collaborate.

Most of the literature on inter-organizational relationships for social impact has focused on the partnerships between nonprofits and large corporations to mutually raise common social value (Berger et al., 2004; Di Domenico et al., 2009; Sakarya et al., 2012; Selsky & Parker, 2005), especially in the context of developed countries (Kolk & Lenfant, 2012). Most studies assume that nonprofits and large corporations have different priorities when creating a partnership for social impact. Nonprofits have altruistic motivations and seek to increase their responsiveness to social problems. In contrast, business partners are mainly motivated by self-interest, including obtaining social license to operate, improving their corporate image, or attracting and retaining talent (see Selsky & Parker, 2005 for a review). Local communities, however, have been largely overlooked as partners for social impact. The few articles that address local communities' involvement focus on the gains of other stakeholders (primarily large corporations): gathering relevant information for understanding the social context (London & Hart, 2004) and obtaining local legitimacy (Rondinelli & London, 2003).

The literature on biodiversity conservation has also acknowledged

the importance of local communities as partners to have a social impact, especially in rural communities and biodiversity-rich inhabited areas (Boiral & Heras-Saizarbitoria, 2017; Boiral et al., 2019, 2020; Jabbour et al., 2018; Murphy & Arenas, 2010; Smith et al., 2019, 2020). First, many local communities have inhabited Protected Areas for generations and possess land rights and local knowledge (Delgado-Serrano et al., 2017; Murphy & Arenas, 2010). Second, they have strong values and traditions closely connected to the coexistence of humans and nature (Delgado-Serrano et al., 2017; Souto et al., 2014). Finally, their well-being is directly linked to the natural area's wealth (Jones et al., 2017, 2018, 2020; Ruiz-Mallén et al., 2015). Thus, local communities are likely to exert pressure on other stakeholders using natural resources (e.g., corporations or governments) (Boiral et al., 2020). Nevertheless, biodiversity conservation studies have mainly focused on the relationships between large or multinational corporations and other stakeholders (e.g., governments, employees, nonprofits) (Boiral et al., 2020). The few studies that address biodiversity conservation partnerships with local communities have mostly adopted a corporate perspective, i.e., from the point of view of the benefits that companies can obtain: gaining social license to operate (Boiral & Heras-Saizarbitoria, 2017; Boiral et al., 2019), preventing conflicts and opposition (Boiral et al., 2020), and acquiring more profound knowledge of local ecosystems (Jabbour et al., 2018; Smith et al., 2020).

Some studies have researched external drivers of local communities' participation in biodiversity conservation practices promoted by institutional arrangements; in the main, they have focused on projects involving national governments and international donor agencies. These studies have found that biodiversity and land rights regulatory policies are instrumental in influencing local people's involvement (e.g., Delgado-Serrano et al., 2017; Robinson & Sasu, 2013; Ruiz-Mallén et al., 2015). Other local drivers exerting a positive influence on the effect of such institutional arrangements in local communities' engagement include a sense of belonging to a place, cultural values, and social cohesiveness (e.g., Ormsby & Bhagwat, 2010; Robinson & Sasu, 2013; Ruiz-Mallén et al., 2015). A few articles have proposed that when local communities participate in decision-making, they are more willing to engage in conservation practices since internal motivations are stronger than external ones, including economic motivations (e.g., Greiner, 2015; Rueda et al., 2019; Souto et al., 2014). However, these studies do not address local communities as partners and provide little knowledge about the individual motivations of local community members.

Thus, both the literature on inter-organizational relationships for social impact and biodiversity conservation have neglected the perspective of local communities and their members (e.g., organizational forms) to engage in partnerships for social impact. Addressing the local communities' perspective is essential since local actors are critical stakeholders for social impact, and their motivations to build partnerships differ between distinct types of partners (Di Domenico et al., 2009; Hahn & Gold, 2014; Weber et al., 2017). This article explores the motivations of local community representatives and members to build and maintain relationships with a nonprofit for social impact. We adopt an integrative theoretical approach that relies, in the first instance, on the literature regarding inter-organizational relationships for social impact and biodiversity conservation, and, secondly, given their complementarity, combines the resource-based view, institutional theory, and the relational view.

3. Methods

This study employs a mixed-methods approach integrating a qualitative analysis with a quantitative analysis in the same study (Creswell & Clark, 2007; Johnson et al., 2007). Although relatively uncommon in management studies, employing mixed-methods is a growing trend (e.g., Mäkelä et al., 2019; Moullick et al., 2019), due to its research advantages and opportunities: attaining a better understanding of the studied phenomenon (Creswell & Clark, 2007), more robust empirical

evidence (Molina-Azorín et al., 2017), triangulation (Gibson, 2017), and investigating under-researched phenomena (Molina-Azorín et al., 2017). The qualitative study identified theoretical dimensions representing local communities' motivational factors to partner with a nonprofit for social impact. In contrast, the quantitative study used community members' responses (e.g., micro-community organizational forms and regular dwellers) to validate the theoretical dimensions.

3.1. Study setting

Following the theoretical sampling principle recommended when conducting qualitative research (Eisenhardt & Graebner, 2007), the empirical analysis focused on the PN-ANMI of the Serranía del Iñao in Bolivia, one of the richest areas in natural resources in Latin America with a total extension of 2630 km² (Navarro et al., 2013). The Protected Natural Area is spread across four municipalities (Monteagudo, Villa Vaca Guzmán, Villa Serrano, and Padilla), where 45 communities are located (see Annex 1). Protecting a natural area is vital for its inhabitants since their socio-economic and cultural activities are closely linked to the area's natural wealth (Jones et al., 2020). Thus, there are many social, cultural, political, economic, and environmental interests, sometimes in conflict, related to the management and conservation of the Protected Natural Area.

The PN-ANMI Management Committee is a nonprofit created in 2007 to preserve the Protected Natural Area and enhance local people's well-being. It is the representative body of the local population and local actors for the planning and management of the Protected Area. Its main functions include: (1) participating in the planning, development, and execution of an integrated management plan for the PN-ANMI of the Serranía del Iñao, (2) proposing and carrying out projects that promote sustainable economic activities that enhance communities' quality of life, (3) creating a space for co-governance and dialogue, promoting local communities and local actors participation, (4) identifying and reporting any problem or infraction that occur within the Protected Area to national and departmental authorities, and (5) monitoring and taking care of the territory, its natural and cultural resources, and the rights of the local population. The PN-ANMI Management Committee is made up of the director of the PN-ANMI and 12 local members. Its directorate consists of a president, a vice-president, and two members that are elected (or re-elected) every two years by the 13 local members. The director of the PN-ANMI can vote but cannot be elected.

This research focuses on the inter-organizational relationships between the 45 local communities, their members, and the PN-ANMI Management Committee. The PN-ANMI Management Committee has created inter-organizational relationships with the representatives of each of the communities. The 45 local communities can be regarded as a type of organization since they act as an organized group with similar interests that share resources and work together to solve common problems and are organized around shared values, norms, and customs. Each community has a legal representative, their leader, who makes decisions in the interest of its dwellers and interacts with other community representatives. According to the by-laws, 38 communities were classified as rural, four as intercultural, and three as indigenous. The members from the rural communities migrated to the area from other parts of the country, acquired land, and were then recognized by the farmers' unions. The indigenous communities, represented by their *Mburuvicha*, belong to the Guaraní people and are autochthonous to this area. Finally, the intercultural communities are composed of members of different indigenous people who emigrated across the Andean highlands to subtropical areas searching for better living conditions. However, regardless of this classification, communities share values and world-views. According to World Bank (2015), Bolivia has the largest percentage of indigenous population of any Latin American country. Around 60% of its population has indigenous antecedents or descendants. Furthermore, Bolivian culture is firmly grounded in nature preservation, shared responsibility, and community ties. Such values are

part of the Bolivian Constitution and rely on the ancestral traditions of *Minga indígena*, i.e., community work for the social well-being and a balanced coexistence of humans with the *Pachamama* (Mother Earth) (Canessa, 2007; De la Cadena, 2010).

The PN-ANMI Management Committee also interacts and has inter-organizational relationships with local community members to maximize the social impact for the whole community, including micro organizations such as family farms (growers, stockbreeders, beekeepers), micro-businesses (artisans, fishers, foresters, miners), agricultural and livestock unions, and local conservation associations (e.g., ASEO – the Saucena association for Organic ecology, led by agroforestry college students).

Moreover, the PN-ANMI Management Committee collaborates closely, and is supported by, other relevant stakeholders such as government authorities and institutions (the SERNAP), the Natural Environment and Biodiversity National Ministry, the Government of the Department of Chuquisaca, the four municipal governments, several universities, and research centers (e.g., Universidad San Francisco Xavier de Chuquisaca, CIPCA - Centro de Investigación y Promoción del Campesinado), and other NGOs (e.g., DANIDA - Danish International Development Assistance organization, Fundación Pasos). Local communities indirectly interact with these stakeholders through their partnership with the PN-ANMI Management Committee. Furthermore, thanks to its inter-organizational relationships with the 45 communities, the PN-ANMI Management Committee serves as a platform for the interaction, reinforcing the relationships between the communities to coordinate actions for biodiversity conservation and attain shared social and environmental goals.

3.2. Data collection stages

Data collection spanned five years (2011 – 2016) due to the difficulties of obtaining permissions, gathering secondary information, and accessing the local communities. Indeed, data collection was divided into four distinct phases: (1) Authorization, permits, and prior meetings; (2) Obtaining secondary information; (3) On-site visits to the PN-ANMI Management Committee; and (4) On-site visits to the local communities. The first phase consisted of obtaining the necessary permits to carry out this investigation and enter the Protected Natural Area. This phase began in August 2011 and concluded in December 2011. The second phase involved several visits to various institutions since much of the secondary information was not available online. The third phase consisted of meeting with the PN-ANMI Management Committee to better understand the organization, its activities, and identify the communities and their representatives. This stage also served to organize the routes and visits to the communities that collaborate with the PN-ANMI Management Committee. Finally, the last step consisted of on-site visits to the communities to gather primary data.

3.3. Qualitative study

3.3.1. Qualitative data collection

We collected both secondary and primary data to better understand the phenomenon and triangulate data (Corbin & Strauss, 2008) (see Table 1). First, we gathered secondary data, primarily to contextualize our study setting (e.g., Beninger & Francis, 2021; Musteen, 2016), and understand the characteristics of the Protected Natural Area, identify key actors in its management, and learn about regulations, values, and customs. The secondary data collection consisted of analyzing newspaper articles, external reports about the Serranía del Iñao, minutes of the PN-ANMI Management Committee, and applicable Supreme Court laws and decrees. Our Bolivian co-author, a native to the area, was also vital for understanding the idiosyncrasies of the study's context. Ensuring early familiarity with the context is a critical aspect of qualitative research (Beninger & Francis, 2021). Second, we collected primary data that consisted of 50 interviews that served as our primary

Table 1
Description of data.

Data Type	Quantity
Primary data	
<i>Semi-structured interviews</i>	50 interviews
Members of the PN-ANMI Management Committee	5 members
Representatives of the local communities	
Rural communities	38 representatives
Indigenous communities	3 representatives
Intercultural communities	4 representatives
<i>Field Observation</i>	
Site visits to the local communities	45 visits lasting between 2 and 4 days
<i>Survey</i>	799 respondents
Secondary data	
<i>Newspaper articles</i>	5 dossiers (50 pages)
<i>Archival documents and reports</i>	
External reports about the Serranía del Iñao	17 documents (1041 pages)
Protected Area and minutes of the PN-ANMI Management Committee	
<i>Legislative texts</i>	
Supreme Court laws and decrees of the Plurinational State of Bolivia	711 documents (440 pages)

source for the qualitative analysis (e.g., Musteen, 2016; Xiong et al., 2019), that is, to identify community representatives' motivations for collaborating with a nonprofit. The interviews were face-to-face and semi-structured (e.g., Beninger & Francis, 2021; Xiong et al., 2019) and lasted an average of 60 min

Interviews with the PN-ANMI Management Committee's members. Five interviews were conducted with members of the PN-ANMI Management Committee. These interviews were essential to confirm the communities located in the Protected Natural Area and their representatives, organize the visits, and prepare the interviews.

Interviews with the community representatives. A total of 38 representatives from rural communities, four from intercultural communities, and three Mburuvicha (captains) from indigenous communities were interviewed. The interviews were primarily conducted in municipal facilities where community meetings were held, although some interviews were conducted in the representatives' homes. The interviews were recorded and later coded and analyzed. The interviews were primarily designed as informal personal chats, especially with the intercultural community representatives, who were the most reluctant to share information. The interviews had two main objectives: (1) identify the factors that lead local communities to actively partner with the PN-ANMI Management Committee, and (2) identify relevant community members who, not being community representatives, could be surveyed because they had an active involvement with the organization.

All interviews, including those in the indigenous communities, were conducted in Spanish, the Bolivian official language. Although indigenous communities have their own dialects (e.g., Guaraní), the interviewees were also native Spanish speakers. The Bolivian author was responsible for visiting and conducting all the interviews. The interviews were analyzed in the language of the informants since all the authors speak Spanish fluently.

Primary data collection was challenging due to the difficulties to access the communities. First, the state of the roads required the use of 4x4 vehicles, local buses, and horseback to access the most remote and steepest areas (e.g., Iripiti). Second, some communities could only be visited during the summer months due to climatological conditions (e.g., floods) that made roads impassable the rest of the year. Finally, on-site visits required prior logistical planning based on the farming cycle and the estimated travel time between communities. Another difficulty in data collection was building trust, particularly with the intercultural and indigenous communities. Spending time with community members and participating in their traditions was necessary to ensure their willingness to be interviewed or surveyed.

3.3.2. Qualitative data analysis

We conducted an inductive qualitative analysis applying the fundamentals and procedures of grounded theory (Corbin & Strauss, 2008). Data were analyzed through a systematic process of codification and categorization, grouping raw data around common themes and subsequent theoretical constructs of greater order. Also, we followed an iterative process of data collection and codification, meaning that data was codified and analyzed after each data collection round. This process helped identify the following data to be collected and facilitated the dynamic building and revising of theoretical themes and dimensions.

Although only one of the authors conducted all the interviews, their recordings permitted the remaining authors to conduct the systematic rounds of data coding and analysis. All the authors met to discuss the interim findings. Applying the principle of constant comparison, we compared each author’s independent coding and contrasted emerging theoretically themes and dimensions. We relied on literature related to both inter-organizational relationships for social impact and biodiversity conservation. We also relied on the three principal perspectives applied to the study of the benefits and motivations for creating inter-organizational relationships for social impact: the resource-based view, institutional theory, and the relational view. These discussion rounds served to refine our coding, theory and to resolve discrepancies.

Using the interview transcripts, we created first-order codes that expressed themes related to the motivations for establishing relationships with the nonprofit in our informants’ language. We then identified relationships between the first-order codes that led us to group them into second-order coding. Finally, we identified stable theoretical patterns that led us to aggregate second-order codes into theoretical dimensions (Beninger & Francis, 2021). We reached category saturation when no new observations or codes emerged after codifying interview number 36. Category saturation is the primary validation indicator in inductive qualitative analysis (Corbin & Strauss, 2008).

3.4. Quantitative study

3.4.1. Quantitative data collection

We designed and administered a questionnaire among members of the 45 different communities of the Protected Natural Area to statistically validate the theoretical dimensions identified as motivational factors in the qualitative analysis. The questionnaire, validated by the PN-ANMI Management Committee’s executive team, was part of a larger research project and included other questions not explicitly related to this study. The respondents were also selected according to the principle of theoretical sampling. Relevant survey respondents were identified in the interviews with the community representatives and visits to the communities. Individual survey respondents were regular local actors who had a relationship and actively collaborated with the nonprofit such as farmers, foresters, fishers, miners, artisans, and the representatives of agricultural and livestock unions and local associations for conservation. Furthermore, respondents were literate and had a positive predisposition to participating in the survey.

The sample size was determined by considering the total population of the four municipalities where the local communities were located since data were not available for every community (see Table 2). The

Table 2
Sample size for the survey.

Municipality	Number of communities	Estimated total population (INE)	Sample size (Finite populations)	%
Monteagudo	8	1737	120	15
Villa Vaca	15	4649	260	33
Guzmán				
Villa Serrano	7	3006	140	18
Padilla	15	1416	279	35
Total	45	10,808	799	100

final sample consisted of a total of 799 responses. The sample contains approximately 20 cases from each community surveyed, except for some communities (10 cases) due to their smaller population. Despite the difficulty in accessing some communities, we strived to ensure that they were well-represented in our sample. Descriptive statistics reveal that most of the respondents were male (74.8%) and can be explained by the fact that men generally play more active roles in their communities, while women were more engaged in household-related tasks. Regarding age, 13.8% of the respondents were between 18 and 25 years old, 28% between 26 and 35, 33% between 36 and 50, 24.5% between 51 and 65, and 0.2% were over 70 years of age.

3.4.2. Measures

The dependent variable is the desire to stop collaborating with the PN-ANMI Management Committee. This variable was measured on a dichotomous scale: 1 (yes) and 0 (no). We reverse-coded this variable, named *Community Involvement*, to make results more intuitive.

We introduced the ten motivational factors that emerged from the qualitative analysis as independent variables (see Table 3). *Shared responsibility* was introduced as a negatively worded item in the questionnaire; it was designed to differ from the rest of the survey variables and the direction found in the inductive qualitative analysis. The inclusion of negative items in questionnaires is recommended to disrupt responses where respondents have to answer either favorably or unfavorably to all items (Marsh, 1984) and ensure that participants pay attention and respond honestly. Furthermore, we introduced another

Table 3
Description of independent variables for regression.

Variable name	Variable description
<i>Knowledge and skills</i>	Partnering with the PN-ANMI Management Committee provides you with the knowledge and skills necessary for the sustainable management of the natural area.
<i>Biodiversity conservation</i>	The PN-ANMI Management Committee allows you to participate in the preservation of natural spaces and landscapes in endangered areas and protect endangered species.
<i>Environmental Education</i>	Collaborating with the PN-ANMI Management Committee is important to develop environmental education activities to raise awareness and train new generations to sustainably manage their communities and the natural area.
<i>Community representation</i>	Partnering with the PN-ANMI Management Committee allows you to represent your community and make decisions on relevant matters for its socio-economic and environmental development.
<i>Shared Responsibility</i>	Preserving the Protected Natural Area is the responsibility of the government and the SERNAP, the involvement of the communities is not important.
<i>Social activism</i>	Partnering with the PN-ANMI Management Committee confers regional and legal representation, leading to reforms and changes in favor of more sustainable development.
<i>Sustainable economic activities</i>	The PN-ANMI Management Committee helps find productive and economic alternatives that are more sustainable and ensure the sustainable development of the communities.
<i>Social prestige and recognition</i>	Partnering with the PN-ANMI Management Committee provides me with social recognition in my community, among my friends and family, and/or other institutions.
<i>Organizational functioning</i>	The PN-ANMI Management Committee works adequately, the objectives are met, decisions are made democratically, and all the members are respected.
<i>Responsibilities and regulations compliance</i>	The PN-ANMI Management Committee responsibly exercises its functions and ensures that all the parties meet their responsibilities and comply with the regulations for protecting the natural area.
<i>Economic interests</i>	Partnering with the PN-ANMI Management Committee confers personal economic benefits.

variable, *Economic interests*, to ensure that respondents were not giving socially desirable answers during the interviews and assess whether they were also motivated to engage in biodiversity activities for personal economic gains. All variables were measured using a 4-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree) to force respondents to choose disagreement or agreement since our primary research goal was to validate the motivations found in the qualitative analysis. Likert scales without midpoints are required when specific agreement/disagreement answers are needed to avoid an option for neutrality and under intense social desirability pressures (Allen, 2017; Chyung et al., 2017).

Finally, we introduced several control variables: *gender*, *age*, and *local community* to neutralize other potential effects on the dependent variable. *Gender* was measured as a dichotomous variable, while *age* was introduced as an open question. *Local community* consisted of 45 dummy variables. We also conducted a robustness test utilizing three dummy variables representing the three types of communities (*rural community*, *intercultural community*, and *indigenous community*), obtaining consistent results.

3.4.3. Common method variance

We followed different ex-ante and ex-post recommendations to asuage common method variance in our data (Chang et al., 2010; Podsakoff et al., 2003). Ex-ante remedies, those developed during the research design stage, included assuring participant anonymity and confidentiality of the results, explaining that there were no right or wrong answers, placing variables in different parts of the questionnaire, introducing a negatively worded item, and an additional economic-related item. All these remedies helped to prevent response bias. As the questionnaire included a broader range of questions, it is unlikely that the respondents could guess the purpose of this study. We also performed a factor analysis as an ex-post statistical remedy. Due to the categorical nature of the variables, we performed a latent factor analysis (equivalent to Harman’s 1-factor test). The BIC and CAIC criteria determined that the optimal number of factors was three and two, respectively, indicating that the existence of common method variance in the sample should not be a serious concern (Podsakoff et al., 2003).

4. Results

4.1. Results: Qualitative analysis

Our inductive analysis led us to identify four main motivations that promote local communities’ willingness to build and maintain relationships with the nonprofit: environmental preservation (*knowledge and skills for sustainable development, biodiversity conservation, educating new generations*), community well-being (*community representation, shared responsibility, social activism, sustainable economic activities*), self-esteem (*social prestige and recognition*), and organizational effectiveness related factors (*organizational functioning, and responsibilities and regulations compliance*).

4.1.1. Environmental preservation motivations

This theoretical dimension represents community representatives’ motivation to build relationships with the PN-ANMI Management Committee, acquire knowledge and skills and carry out activities that contribute to preserve, restore and replenish the biodiversity and natural resources of the Protected Area. This theoretical motivation resulted from three second-order codes: (1) *Knowledge and skills for sustainable management*, (2) *Biodiversity conservation*, and (3) *Environmental education for new generations*. Table 4 lists examples of first-order codes that helped us identify the second-order codes.

Knowledge and skills for sustainable management: One of the most mentioned motivational factors to collaborate with the PN-ANMI Management Committee is the complexity of effectively managing biodiversity and the knowledge it requires. Our results show the relevance

Table 4

Data structure: Environmental motivational factors

Examples of first-order codes	Second-order codes	Theoretical dimension
<ul style="list-style-type: none"> • “The PN-ANMI Management Committee provides me and the other community members with important knowledge to manage the natural resources of my community.” (IndCR). • “My community collaborates with the PN-ANMI Management Committee since such collaboration increases our knowledge of sustainable biodiversity management [...] for example, to identify and help protect forest areas that are priorities for conservation.” (RCR). • “Every time we participate in training workshops and seminars, we learn more techniques to preserve biodiversity. I don’t think we could attain that knowledge if we did not collaborate with the PN-ANMI Management Committee.” (IntCR). • “The PN-ANMI Management Committee has done great work in training our local association for conservation led by the young generations.” (RCR). • “Managing the Protected Natural Area is complex and requires a variety of knowledge. Thanks to our community’s collaboration with the Committee and other relevant organizations such as the SERNAP and the experts from the universities, we can learn how to do it.” (RCR). • “Thanks to our relationship with the PN-ANMI Management Committee, I can participate in training workshops and seminars organized by SERNAP concerning the protected area at both the municipal and national level.” (RCR). • “The PN-ANMI Management Committee collaborates with university experts from the area to provide us with tools to improve the management of the biodiversity of the Protected Area bordering with our community.” (IndCR). • “The ecoregions of the Protected Area have a rich biodiversity, and we are attending training courses aimed at their environmental, scenic, and historical preservation [...] partnering with the PN-ANMI Management Committee is crucial for increasing our knowledge 	Knowledge and skills for biodiversity conservation	ENVIRONMENTAL PRESERVATION

(continued on next page)

Table 4 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
<p>on these matters since it collaborates with biodiversity experts such as government experts, the SERNAP, DANIDA, and the CIPCA.” (RCR).</p> <ul style="list-style-type: none"> • “The actions carried out to plant trees in the deforested areas will help various species to continue to reproduce [...] we need to maintain the recovery rate of Nature, and for that, we need to collaborate with the PN-ANMI Management Committee and Fundación Pasos.” (RCR). • “My community established relationships with the PN-ANMI Management Committee because the Protected Area is our legacy, and our survival depends on it. The Committee helps us to conserve it.” (IntCR). • “One of the main goals of the Committee is to preserve our natural resources and our lands; that’s why we need to collaborate with them.” (IntCR). • “Although I had initial doubts [...] I am now happy that my community has built relationships with the PN-ANMI Management Committee because it collaborates with experts in biodiversity conservation from SERNAP and universities, and we have participated in a project to implement an Agroforestry method to recover damaged forests in some areas.” (Indigenous community representative-IntCR). • “Thanks to the collaboration of the PN-ANMI Management Committee with the DANIDA, we have developed a successful program to fight against the extinction of the forest wildlife by reintroducing local species.” (RCR). • “Although the PN-ANMI Management Committee could exert more pressure on governments and business coalitions to preserve our lands, in general, I am satisfied with its actions. It is undeniable that we have made great progress in conserving species and maintaining the borders of the Protected Natural Area.” (RCR). • “Many of us [community representatives] did not take the PN-ANMI Management Committee seriously when it was founded. We thought that its actions to protect the natural area would be very 	<p>Biodiversity conservation actions</p> <ul style="list-style-type: none"> • “My community collaborates with the PN-ANMI Management Committee to raise awareness among the new generations of the importance of the natural area for all our activities: growing, fishing, beekeeping [...] Young people seem to prioritize economic issues. We must educate them to make them understand the value of the natural area and respect it.” (RCR). • “Young people are losing interest in the natural environment. We collaborate with the PN-ANMI Management Committee to address this issue.” (IntCR). • “Young generations are the future of our communities and we have to educate them so that they learn to promote the area’s sustainable development. Thanks to the PN-ANMI Management Committee, our children and young community members can participate in educational activities developed by experts in biodiversity.” (IntCR). • “One of our main aims is to educate the new generations so that they value the natural resources and take care of the Protected Area; our relationship with the PN-ANMI Management Committee is essential for achieving that.” (RCR). • “We are trying to get young people to participate in the training courses and projects led by the PN-ANMI 	

Table 4 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
<p>limited or just for show, and others even thought it would be in league with business coalitions. However, the time has proven us wrong as the PN-ANMI Management Committee has become essential to conserve our natural resources, forests, and species”. (IntCR).</p> <ul style="list-style-type: none"> • “Thanks to the PN-ANMI Management Committee, my community and its members can work hand in hand with other communities and their members and with the four municipal governments to better preserve the area.” (RCR). 	<p>Management Committee in collaboration with SERNAP so that they learn to value the wealth of the biodiversity, and we can, subsequently, promote its preservation.” (IntCR).</p> <ul style="list-style-type: none"> • “We have developed several projects with the PN-ANMI Management Committee supported by the departmental and municipal governments to educate our children and young people on the importance of the natural environment and biodiversity. We need to instill environmental values in the new generations.” (IntCR). <p>Environmental education for new generations</p>	

that community representatives place on partnering with the nonprofit to acquire knowledge and skills for applying management principles to biodiversity conservation. For example:

“My community collaborates with the PN-ANMI Management Committee since such collaboration increases our knowledge of sustainable biodiversity management [...] for example, to identify and help protect forest areas that are priorities for conservation.” (Rural community representative - RCR).

In collaboration with other stakeholders, the PN-ANMI Management Committee also provides local community members with training options. Thanks to the partnership with the PN-ANMI Management Committee, community members (e.g., dwellers that voluntarily engage in biodiversity actions, members of the local associations for conservation, or farmers) have access to training activities and learn biodiversity best practices developed by experts and specialists from SERNAP, university researchers, and NGOs (e.g., DANIDA, Fundación Pasos). For example, as reflected in this quote, community representatives highlighted their interest in the training activities organized by the PN-ANMI Management Committee in collaboration with SERNAP since they could apply and transfer such knowledge within their community:

“I have learned a lot in the training workshops run by the PN-ANMI Management Committee in collaboration with our municipality and SERNAP [...] I have shared this knowledge on biodiversity management with members of my community.” (Intercultural community representative-IntCR).

Thus, the inter-organizational relationships between the PN-ANMI Management Committee and other stakeholders increased the motivation of local communities to collaborate with the Committee, benefitting from the training opportunities offered for the protection of biodiversity, ensuring the long-term well-being of their communities.

Biodiversity preservation actions. Another important motivation of local communities to partner with the PN-ANMI Management Committee is the possibility of carrying out specific biodiversity conservation activities as well as becoming involved in collaborative multi-

stakeholder large-scale projects for the protection and sustainable management of the Protected Natural Area. The PN-ANMI Management Committee collaborates with different stakeholders such as government authorities at various levels, government institutions, universities, and other NGOs to develop biodiversity conservation projects: impact assessments, forest management techniques, protecting natural areas at risk and endangered species, controlling invasive species, and pests, and restoration and mitigation actions (e.g., reintroduction of local species, native plant nurseries). For instance:

“Although I had initial doubts [...] I am now happy that my community has built relationships with the PN-ANMI Management Committee because it collaborates with experts in biodiversity conservation from SERNAP and universities, and we have participated in a project to implement an Agroforestry method to recover damaged forests in some areas.” (Indigenous community representative-IndCR).

Our findings showed that another reason to collaborate with the PN-ANMI Management Committee is that this organization builds and reinforces inter-organizational relationships between the communities to develop coordinated actions for the sustainable management of the Protected Natural Area as illustrated in the following quote:

“Thanks to the PN-ANMI Management Committee, my community and its members can work hand in hand with other communities and their members and with the four municipal governments to better preserve the area.” (RCR).

Environmental education for new generations. An important concern for local community representatives is raising awareness about biodiversity conservation and promoting sustainability values among young people in their communities as, in the main, they seem to be more worried about economic progress than conserving the Protected Natural Area. We identified a set of codes that highlighted the willingness of local community representatives to collaborate with the PN-ANMI Management Committee to promote educational programs among younger generations, their future community leaders, entrepreneurs, and practitioners. These programs helped to clarify the consequences for their communities and the natural area of biodiversity loss. The PN-ANMI Management Committee has involved different government authorities (e.g., the Natural Environment and Biodiversity National Ministry, the Government of the Department of Chuquisaca, and the four municipal governments) in these educational programs by funding and promoting them at school and bachelor degree levels. The following quotes exemplify these reasons:

“My community collaborates with the PN-ANMI Management Committee to raise awareness among the new generations of the importance of the natural area for all our activities: growing, fishing, beekeeping [...] Young people seem to prioritize economic issues. We must educate them to make them understand the value of the natural area and respect it.” (RCR).

“We have developed several projects with the PN-ANMI Management Committee supported by the departmental and municipal government to educate our children and young people on the importance of the natural environment and biodiversity. We need to instill environmental values in the new generations.” (IntCR).

4.1.2. Community well-being

Our second theoretical dimension resulted from a set of codes representing contributing to the community well-being as a motivational factor. The local communities’ collaboration with the PN-ANMI Management Committee is essential to ensure good social, economic, environmental, and cultural conditions that allow their communities to prosper and enjoy a good quality of life. This dimension emerged from four second-order codes: (1) *Representation of community interests*, (2) *Shared responsibility*, (3) *Social activism*, and (4) *More sustainable economic activities*. Table 5 summarizes examples of codes.

Table 5
Data structure: Community well-being motivational factors.

Examples of first-order codes	Second-order codes	Theoretical dimension
<ul style="list-style-type: none"> “The communities located in the Protected Area should collaborate with the PN-ANMI Management Committee to promote joint projects with national and municipal governments that help to meet our living needs and improve our quality of life.” (RCR). “The decisions of the PN-ANMI Management Committee are essential for managing the Natural Area and, therefore, for the future of our communities. I am happy we have established a good relationship with the Committee.” (IndCR). “Expanding industrial activities in the Protected Area is harmful to the well-being of our communities. We can stop these initiatives by collaborating with the Committee since it has proved to be committed to helping local communities” (IndCR). “My community collaborates with the Committee to improve our facilities and promote activities with local authorities that ensure a good quality of life.” (IntCR). “We must collaborate with the PN-ANMI Management Committee to ensure that the investments carried out within the Protected Area are aimed at long-term sustainable development [...] This will have a positive effect on the operations of our growers and farmers and the development of our communities and the environment.” (IntCR). “The plans, programs, and projects should be designed according to the communities’ context and the different ecosystems. Therefore, we have to participate in the decision-making process. The PN-ANMI Management Committee helps us get involved in decision making and interact with the public authorities that make the decision”. (RCR). “The Committee facilitates the dialogue between the 45 communities and the municipal governments... thanks to the meetings organized by the Committee we can inform municipal governments and the SERNAP about existing problems in the area and the communities, and report detrimental actions.” (RCR). “The Committee boosts the participation of the 45 communities in the development, execution, and assessment of the environmental conservation policies. The Committee strives for public authorities to listen to and involve the communities for 	Representation of community interests	COMMUNITY WELL-BEING

(continued on next page)

Table 5 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
<p>the development of an integrated management plan.” (IndCR).</p> <ul style="list-style-type: none"> • “Local communities have to work hand in hand with the PN-ANMI Management Committee because communities are also responsible for preserving their natural resources. The communities have to collaborate with the committee because preserving the Protected Area is also our job.” (RCR). • “We must preserve the Protected Area [...] A good state of the natural resources is fundamental for our social and economic development...and we think it’s everybody’s job. We, communities’ representatives and members, also have to get involved.” (IndCR). • “All the interested parties should be involved in managing the Protected Area and collaborating with the Committee.” (RCR). • “The inter-organizational meetings promoted by the Committee are important to develop effective shared action plans to manage the Protected Area.” (RCR). • “If the Protected Area is respected, everybody will benefit. This is why everybody should support and participate in the work plans to the same degree.” (IndCR). • “Local communities, the governments, and all organizations and companies have rights and responsibilities. Everyone who lives within the Protected Area, especially the communities, should get involved, and the PN-ANMI Management Committee offers a great collaboration space for that.” (IntCR). • “The preservation of the Protected Area is not only the government’s business. The communities must partner with the PN-ANMI Management Committee because they have to take care of the natural resources. We, community members, have knowledge of our lands that other parties lack.” (IntCR). • “We have lived in these lands for years [...] we have the land rights and are responsible for its conservation [...] we have knowledge that has been passed down from generation to generation [...] we need to share our knowledge with the Committee and the institutions that want to preserve its natural wealth.” (IndCR). 	<p>Shared responsibility</p> <ul style="list-style-type: none"> • “We have to fight to avoid the continued expansion of land dedicated to industrial activities and its penetration into the natural area. This could have a very negative impact on the natural area. Through our collaboration with the PN-ANMI Management Committee, we can demand that the borders are respected and the interests of our communities are protected.” (RCR). • “Through our relationships with the PN-ANMI Management Committee, we can exert pressure on municipal governments to provide larger budgets for projects that preserve the natural area and improve living conditions in our communities.” (IntCR). • “We have the right to have good roads, schools, sports facilities [...] to improve the productivity of our area. We must fight for our rights, and the collaboration with the PN-ANMI Management Committee can help us.” (RCR). • “The economic coalitions of multinationals do not comply with the rules and laws; they participate in projects that are harmful to the ecology of the areas where the projects are carried out. We have to report these projects and, for that, we need to collaborate with the PN-ANMI Management Committee.” (IndCR). • “The PN-ANMI Management Committee enables the community representatives to meet with the local 	

Table 5 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
	<p>authorities and the SERNAP, so we can report and stop the activities of the multinationals that do not comply with the law.” (RCR).</p> <ul style="list-style-type: none"> • “There are business coalitions with economic interests that put at risk the preservation of the Protected Area. We need to partner with the Committee to fight against such coalitions and exert pressure on public authorities to avoid they confer these coalitions with operating licenses.” (RCR). • “Local governments do not support our communities, so we have to partner with the Committee to defend biodiversity and stop economic coalitions.” (IntCR). • “We have collaborated with the PN-ANMI Management Committee and DANIDA to exert influence on public authorities to ensure the protection of the area... avoiding cutting down trees for the precious woods trade.” (IndCR). <p>Social activism</p> <ul style="list-style-type: none"> • “Organic honey production is one of the initiatives that we have developed in collaboration with other communities thanks to our relationship with the PN-ANMI Management Committee. Organic honey is respectful of nature and helps us increase bee stocks, a species in danger of extinction. At the same time, it provides a living that contributes to the economic development of our communities.” (RCR). • “The boost of organic honey production is one of the initiatives we have developed thanks to our collaboration with 	<p>More sustainable economic activities</p>

(continued on next page)

Table 5 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
	the Committee.” (IntCR).	
	<ul style="list-style-type: none"> • “The Committee, together with the SERNAP and DANIDA, have supported local farmers and producers unions for a rational use of chemical products in agricultural and livestock production.” (IntCR). • It’s tough to know which crop production is the most profitable and respectful with the natural environment. The PN-ANMI Management Committee, in collaboration with experts from the University of San Francisco Xavier de Chuquisaca, helps us calculate this, taking into account a reasonable rate of recovery of the natural resources.” (IndRC). • “I decided to partner with the PN-ANMI Management Committee to develop a more sustainable economic development in my community. We are now working with experts from the Committee and DANIDA to restore the archaeological remains to promote ecotourism activities in our area.” (RCR). • “We can collaborate with the Committee thanks to the technical training we receive from university experts that helps our growers, artisans, foresters, and fishers develop more sustainable production practices in our communities.” (RCR). • “It’s very difficult to coordinate our activities in a way that respects the rate of recovery of the natural resources. Thanks to the relationships between the 45 	

Table 5 (continued)

Examples of first-order codes	Second-order codes	Theoretical dimension
	community representatives and the PN-ANMI Management Committee, we have made sustainable agreements regarding annual sowings.” (IndCR).	
	<ul style="list-style-type: none"> • “Thanks to our relationship with the Committee, we can attend meetings and participate in governmental projects for sustainable farming processes.” (IndCR). 	

Representation of community interests. The interviews with the local community representatives illustrated that they were motivated to collaborate with the PN-ANMI Management Committee because such a relationship allowed them to represent their community’s interests before national and municipal authorities. Since biodiversity issues are complex and involve different parties with diverse interests, the PN-ANMI Management Committee serves as a platform for dialogue among the stakeholders. Thus, partnering with the nonprofit allows local community representatives to be part of critical decision-making processes which have a direct impact on the socio-economic and environmental development of their communities and members: shared use of natural resources, educational and health programs, infrastructure development, support to local business and producers unions, etc.

“The communities located in the Protected Area should collaborate with the PN-ANMI Management Committee to promote joint projects with national and municipal governments that help to meet our living needs and improve our quality of life.” (RCR).

Likewise, another community representative acknowledged the influence of the decisions of the PN-ANMI Management Committee on the future of the community as one of his main motivations to partner with this nonprofit.

“The decisions of the PN-ANMI Management Committee are essential for managing the Natural Area and, therefore, for the future of our communities. I am happy we have established a good relationship with the Committee.” (IndCR).

Thus, both the relationship between the local communities and their members with the PN-ANMI Management Committee and the relationship the Committee has with other relevant organizations, and stakeholders make it possible for local community interests to be taken into account in the decisions about community development and biodiversity conservation.

Shared responsibility. We also identified codes that showed the firm conviction of community representatives about the duty of communities and their members to preserve the natural environment. According to them, communities should establish relationships with the PN-ANMI Management Committee because protecting the Protected Natural Area and its natural resources is everyone’s responsibility.

“Local communities have to work hand in hand with the PN-ANMI Management Committee because communities are also responsible for preserving their natural resources. The communities have to collaborate with the Committee because preserving the Protected Area is also our job.” (RCR).

The preservation of biodiversity is essential for the social and

economic development of local communities requiring joint actions between the different community members and stakeholders. Our interviewees stated that local community members have practical and traditional knowledge regarding their lands and natural resources that are essential for biodiversity conservation and the well-being of their communities that should be shared with other stakeholders. In this vein:

“We have lived in these lands for years [...] we have the land rights and are responsible for its conservation [...] we have knowledge that has been passed down from generation to generation... we need to share our knowledge with the Committee and the institutions that want to preserve its natural wealth.” (IndCR).

Therefore, local communities should collaborate with the PN-ANMI Management Committee, with each other, and with other relevant stakeholders such as government authorities at different levels, the SERNAP, and NGOs. Since the PN-ANMI Management Committee favors the dialogue among all the parties involved, community representatives were interested in collaborating with it to interact with other stakeholders and coordinate actions. For instance:

“Local communities, governments, and all the organizations and companies have rights and responsibilities. Everyone who lives within the Protected Area, especially the communities, should get involved, and the PN-ANMI Management Committee offers a great collaboration space for that.” (IntCR).

Social activism. Local community representatives were also motivated to collaborate with the PN-ANMI Management Committee since such collaborations enabled them to play an active role, promoting actions and changes for more sustainable development of their communities. These actions can include avoiding felling trees linked to farming and stockbreeding; dramatically reducing the pollution of rivers and aquifers resulting from the operations of international corporations; applying pressure for the compliance of international environmental laws; or stopping international business coalitions from exploiting natural resources).

The PN-ANMI Management Committee helps communities gain the required legitimacy and the legal capacity to engage in activism to protect their rights and the natural area's well-being. They do so by collaborating with environmental NGOs, lobbying, pressuring governments to provide funding and more stringent policies for biodiversity preservation, and respecting the territorial limits of the Protected Natural Area with regards to economic exploitation activities, especially from large corporations. The following quotes illustrate these motivations:

“We have to fight to avoid the continued expansion of land dedicated to industrial activities and its penetration into the natural area. This could have a very negative impact on the natural area. Through our collaboration with the PN-ANMI Management Committee, we can demand that the borders are respected and the interests of our communities are protected.” (RCR).

“Through our relationships with the PN-ANMI Management Committee, we can exert pressure on municipal governments to provide larger budgets for projects that preserve the natural area and improve living conditions in our communities.” (IntCR).

More sustainable economic activities. Our inductive analysis revealed that local communities are acutely aware of their economic dependence on natural resources and of the importance of biodiversity conservation in the long term to safeguard their well-being. Our findings highlight the desire to build and maintain relationships with the PN-ANMI Management Committee to find and develop more sustainable economic alternatives that can be implemented in their communities. For example, several representatives emphasized the support that micro businesses received from the Committee to promote, among others, sustainable agriculture, apiculture, fishing, and ecotourism.

“Organic honey production is one of the initiatives that we have developed in collaboration with other communities thanks to our relationship with the PN-ANMI Management Committee. Organic honey is respectful of nature and helps us increase bee stocks, a species in danger of extinction. At the same time, it provides a living that contributes to the economic development of our communities.” (RCR).

Collaborating with the PN-ANMI Management Committee makes developing more sustainable economic activities possible. This occurs when community members such as farmers, other micro-businesses, and local producers unions interact and establish relationships with experts from universities, NGOs, and other communities to learn about sustainable practices, access sustainable technologies, and develop joint sustainable production projects.

“It's tough to know which crop production is the most profitable and respectful with the natural environment. The PN-ANMI Management Committee, in collaboration with experts from the University of San Francisco Xavier de Chuquisaca, helps us calculate this, taking into account a reasonable rate of recovery of the natural resources.” (IndRC).

4.1.3. Self-esteem

Self-esteem emerged as a theoretical dimension from a second-order code related to *social prestige and recognition* as a motivational factor to collaborate with the PN-ANMI Management Committee (see Table 6). Most interviewees expressed their individual interest and pride in collaborating with an organization for social impact. Such collaborations confer respect, recognition, and prestige from their relatives, friends, communities, and relevant institutions (e.g., government, financial institutions). These positive beliefs and emotional states of pride contributed to improving their self-esteem. For example:

“Collaborating with the PN-ANMI Management Committee bestows enormous prestige on me in front of my colleagues and my family [...] I feel respected.” (RCR).

“The time and effort spent working with the PN-ANMI Management Committee are really valued by my family, friends, and other members of my community.” (IndRC).

Likewise, the interactions and relationships established between community representatives and members with other stakeholders (e.g., public authorities, SERNAP, or universities), with whom the PN-ANMI Management Committee collaborates, increased their social prestige and social recognition. For instance:

“I feel proud [...] Thanks to the relationship I have established with the PN-ANMI Management Committee as the leader of my community, farmers have interacted with experts from SERNAP and the government. It has bestowed social prestige before the relevant institutions [...] for example, farmers receive more favorable treatment from financial institutions [...] thanks to these benefits, I have also improved my reputation in the community.” (RCR).

4.1.4. Organizational effectiveness

Organizational effectiveness emerged from a set of codes aligned with the consideration of the PN-ANMI Management Committee as an effective, committed, democratic, inclusive, and trustworthy organization for social impact, which motivates community representatives to collaborate and maintain a stable relationship with it. Specifically, organizational effectiveness resulted from two second-order codes: (1) *Organizational functioning*, and (2) *Responsibilities and regulations compliance*. Table 7 illustrates examples of first-order codes.

Organizational functioning. Community representatives stated that one of the reasons for collaborating over time with the PN-ANMI Management Committee is that it functions properly. The nonprofit has developed clear objectives to improve biodiversity and the well-being of

Table 6
Data structure: Self-esteem motivational factors.

Examples of first-order codes	Second-order codes	Theoretical dimension
<ul style="list-style-type: none"> • “Collaborating with the Management Committee bestows enormous prestige on me in front of my colleagues and my family [...] I feel respected.” (RCR). • “The time and work carried out in collaboration with the PN-ANMI Management Committee to protect the natural area has been recognized by the general assembly and is appreciated in my community; this has improved my social status and reputation.” (IntCR). • “The time and effort spent working with the Committee are really valued by my family, friends, and other members of my community.” (IndCR). • “My family is very proud of me because I established a relationship with the PN-ANMI Management Committee that facilitates the collaboration between my community and its members and the SERNAP engineers.” (RCR). • “The collaboration with the PN-ANMI Management Committee strengthens my reputation as a good leader in my community.” • “The members of my community have recognized me for the activities developed with the Committee in collaboration with the departmental government to preserve our natural resources.” (IndCR). • “I feel proud [...] Thanks to the relationship I have established with the PN-ANMI Management Committee as the leader of my community, farmers have interacted with experts from SERNAP and the government. It has bestowed social prestige before the relevant institutions [...] for example, farmers receive more favorable treatment from financial institutions [...] thanks to these benefits, I have also improved my reputation in the community.” (RCR). • “The PN-ANMI Management Committee’s partners are respected and very well received in local and national fairs and workshops.” (IntCR). • “Since we started collaborating with the Committee, our reputation has improved, which has served to obtain better conditions from financial institutions.” (RCR). 	<p>Social prestige and recognition</p>	<p>SELF-ESTEEM</p>

communities, and they are effectively met. The Committee strives to positively impact the 45 communities, thus generating trust among local community representatives. In this vein:

“My community collaborates with the PN-ANMI Management Committee because it works properly [...] its action plans are effectively designed and met. It is committed to the communities and watches over their well-being. This inspires our confidence, and that is why we trust it.” (IntCR).

Additionally, the interviews revealed that community representatives were willing to maintain their relationships with the PN-ANMI Management Committee because it is an inclusive and democratic organization where everyone can participate and in which their opinions have the same weight in the decision making processes, as illustrated in these quotes:

Table 7
Data structure: Organizational effectiveness motivations.

First-order codes	Second-order codes	Theoretical dimension
<ul style="list-style-type: none"> • “My community collaborates with the PN-ANMI Management Committee because it works properly [...] its action plans are effectively designed and met. It is committed to the local communities and watches over their well-being. This inspires our confidence, and that is why we trust it.” (IntCR). • “The PN-ANMI Management Committee works very well [...] together, we have made great progress in conserving the biodiversity, and it has helped us to improve the social and economic conditions of the inhabitants of the community I represent.” (RCR). • “The Committee is the organization most committed to us [the communities] and our well-being. It is continuously looking for funding and developing plans with the departmental and municipal governments to help us.” (IndCR). • “The PN-ANMI Management Committee is very effective since it facilitates the equitable development of the different areas. We would undoubtedly stop our collaboration with it if it did not keep its word. It collaborates with several actors to achieve this.” (RCR). • “Although we have different cultures and customs, in the PN-ANMI Management Committee, we are all equal, all the communities and their customs are respected, and we can participate democratically in the decision-making processes.” (IndCR). • “We [the communities] would stop our relationships with the Committee if it did not keep its word or favored business coalitions. So far, it has proved to be key for protecting our lands and communities. We value its collaboration with the SERNAP, DANIDA, and university researchers to meet its goals.” (IntCR). • “There is no discrimination based on gender, age, or disability, which means that all members participate actively. The Committee works perfectly.” (RCR). • “The P Committee effectively manages the 	<p>Organizational functioning</p>	<p>ORGANIZATIONAL EFFECTIVENESS</p>

(continued on next page)

Table 7 (continued)

First-order codes	Second-order codes	Theoretical dimension
<p>access to the PN-ANMI; any entrance approval requires a justified reason. It collaborates with the SERNAP for restrictive access to the natural area. The professionalism of the PN-ANMI Management Committee is therefore highly valued by the local communities.” (RCR).</p> <ul style="list-style-type: none"> • “If the agreements with the PN-ANMI Management Committee were breached, we would break off the relationship with the Committee. We continue collaborating with it because everyone complies with the agreements.” (RCR). • “So far, the PN-ANMI Management Committee has complied with all our agreements and has met our expectations.” (IntCR). • “At the beginning, we had many qualms about the Committee since we thought it might be positioned in favor of the government or the business coalitions. However, it has proved to be trustworthy since it has respected all the agreements and, what is more, it is making other stakeholders respect the law.” (IndCR). • “When the PN-ANMI Management Committee was created and established, they met with local community representatives to discuss their goals. Other community representatives and I believed that it was just empty talk and nothing would change... However, we now trust it since it has made real progress by making all actors respect the Protected Natural Area borders, supports the more sustainable development of our economic and social activities.” (RCR). • “So far, thanks to the Committee, everybody is complying with the regulations concerning the boundaries of the Protected Natural Area.” (IndCR). • “The PN-ANMI Management Committee is accomplishing its responsibilities and monitors that all the communities and stakeholders comply with the rules.” (IntCR). • “My work as a partner of the Committee includes watching over the agreed rules in my community.” (RCR). • “The committee collaborates with the 	<p>Responsibilities and regulations compliance</p>	

Table 7 (continued)

First-order codes	Second-order codes	Theoretical dimension
<p>SERNAP to make sure the government makes all the actors comply with the regulations and environmental policies.” (RCR).</p>		
		<p>“Although we have different cultures and customs, in the PN-ANMI Management Committee, we are all equal, all the communities and their customs are respected, and we can participate democratically in the decision-making processes.” (IndCR).</p> <p>“There is no discrimination based on gender, age, or disability, which means that all members participate actively. The Committee works perfectly.” (RCR).</p>
		<p>Finally, the interviews revealed that community representatives felt the organization was effective thanks to its collaboration with other stakeholders to access support and resources to maximize the social impact in the area.</p> <p><i>Responsibilities and regulations compliance.</i> Our results showed that another reason for collaborating with the PN-ANMI Management Committee is that it is considered a trustworthy organization that seeks to protect the natural area. Interviewees pointed out that they maintain their relationship with the PN-ANMI Management Committee because it responsibly exercises its functions, complies with the law and regulations for the protection and preservation of the natural area, respects agreements, and ensures that all the stakeholders involved comply with their responsibilities and obligations and act according to the by-laws and regulations. These ideas are reflected in the following quotes:</p> <p>“If the agreements with the PN-ANMI Management Committee were breached, we would break off the relationship with the Committee. We continue collaborating with it because everyone complies with the agreements.” (RCR).</p> <p>“So far, thanks to the PN-ANMI Management Committee, everybody is complying with the regulations concerning the boundaries of the Protected Natural Area. This is essential to avoid overexploitation of its natural resources.” (IndCR).</p> <p>In addition, our results revealed that community representatives valued the collaborations of the PN-ANMI Management Committee with the SERNAP to maintain the borders of the Protected Natural Area and the pressures exerted on government authorities to safeguard the compliance of environmental policies and control the activities of multinational business coalitions.</p>
		<p>4.2. Results: Quantitative study</p> <p>We ran a binary logistic regression due to the dichotomous nature of the dependent variable. Table 8 displays the correlation matrix and the descriptive statistics of all the variables introduced in the regression analysis. We estimated the correlation matrix using Kendall’s Tau-b due to the categorical nature of the variables. As can be seen, the correlation coefficients are low and well below the acceptable threshold of 0.70 (Hair et al., 1999). Hence, the correlation matrix suggests that multicollinearity should not be a concern in the sample. We also estimated the Variance Inflation Factor (VIF) tests and obtained values ranging between 1.258 and 1.014, which are also well below critical values (Hair et al., 1999). Finally, the estimation of the Durbin Watson test also confirmed the absence of data autocorrelation.</p> <p>Table 9 shows the results of estimating the models predicting the willingness to collaborate with the PN-ANMI Management Committee. Model 1 provides a baseline that includes the control variables, while Model 2 introduces the independent variables (the different types of motivational factors). Regarding the goodness-of-fit tests, the R²</p>

Table 8
Descriptive statistics and correlations.

Variable	Mean	DV	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Community involvement	0.71	0.46	1													
2. Knowledge and skills	2.76	0.72	0.22**	1												
3. Biodiversity conservation	2.44	0.75	0.26**	0.06	1											
4. Environmental education	2.79	0.72	0.25**	0.21**	0.07*	1										
5. Community representation	1.93	0.42	0.20**	0.09**	0.04	0.05	1									
6. Shared responsibility	2.47	0.75	-0.08*	0.06	0.06	0.05	0.02	1								
7. Social activism	2.64	0.79	0.10**	0.14**	0.06*	0.15**	0.08*	0.03	1							
8. Sustainable economic activities	2.77	0.64	0.18**	0.16**	0.08*	0.26**	0.08*	0.08*	0.16**	1						
9. Social prestige and recognition	2.73	0.72	0.23**	0.21**	0.03	0.27**	0.05	0.04	0.21**	0.16**	1					
10. Organizational functioning	2.74	0.70	0.18**	0.24**	0.05	0.22**	-0.02	0.05	0.14**	0.21**	0.28**	1				
11. Responsibilities and regulations compliance	2.60	0.77	0.10**	0.17**	0.06	0.17**	-0.03	0.09**	0.16**	0.22**	0.20**	0.20**	1			
12. Economic interests	1.53	0.50	-0.02	-0.056	-0.02	-0.00	0.09**	0.01	-0.01	-0.04	-0.08*	-0.02	-0.11**	1		
13. Gender	0.75	0.43	0.06	0.05	0.06	0.09**	0.03	-0.06	0.06	0.06	0.02	0.05	0.04	0.00	1	
14. Age	3.68	1.00	-0.05	0.01	0.01	0.00	0.01	0.04	-0.04	0.00	0.01	-0.04	0.01	0.05	-0.02	1

Note: Tau-B correlations have been calculated due to the dichotomous and ordinal nature of the variables

Table 9
Binomial regression results

	Model 1	Model 2
<i>Independent variables</i>		
1. Knowledge and skills		0.248*
2. Biodiversity conservation		0.309*
3. Environmental education		0.196†
4. Community representation		0.411*
5. Shared responsibility (reverse coded)		-0.296*
6. Social activism		0.195†
7. Sustainable economic activities		0.531***
8. Social prestige and recognition		0.409**
9. Organizational functioning		0.262*
10. Responsibilities and regulations compliance		0.327**
11. Economic interests		-0.241
<i>Control variables</i>		
12. Gender	0.330†	0.139
13. Age	-0.109	-0.117
14. Local communities	included	included
Constant	0.813*	-5.412****
N	799	799
χ ² (Hosmer-Lemeshow) (d.f)	6.270 (8)	7.315 (8)
P-Value	0.617	0.503
R ² Nagelkerke	0.014	0.244
% Overall correct predictions	70.7	74.8

Note: The table shows the regression coefficients and signification: † p < .10p *p < .05; **p < .01; ***p < .001p < .05; ****p < .001. The category of reference for the dependent variable is “desire of abandoning the Comité de Gestión”, “female” for gender, and “Macero Norte” for local communities.

Nagelkerke improves considerably when the independent variables are introduced. Both the Hosmer-Lemeshow test and the percentage of overall predictions test show a good fit.

Our results show that the control variables are not relevant antecedents. Model 1 shows that while *age* and *community type* are not significantly associated with the willingness to collaborate with the PN-ANMI Management Committee, gender is only partially significant (p-value = 0.060). Our findings show that all the factors identified in the qualitative analysis as motivational factors were significant. We found that *knowledge and skills*, *biodiversity preservation*, *representation of community interests*, *shared responsibility*, *sustainable economic activities*, *social prestige and recognition*, *organizational functioning*, and *responsibilities and*

regulations compliance were significant and positively associated with the dependent variable. The factor *shared responsibility* was introduced and reverse coded to control for socially desirable answers. The negative sign of the regression coefficient confirms the expected effect. We found that the other remaining factors, *environmental education*, and *social activism* were only partially significant. Finally, as previously explained, we introduced an “intrusive” factor related to obtaining personal economic gains, *economic interests*, which had not emerged in the qualitative analysis, and as expected, was not significant.

Thus, the results confirmed the relationships expected and served to validate the theoretical dimensions identified in the qualitative analysis as the motivational factors of local community members’ willingness to build relationships with a nonprofit for social impact.

5. Discussion and conclusions

5.1. Local communities’ motivations to enter into partnerships for social impact

This study makes several contributions to the literature on inter-organizational relationships for social impact. First, we provide an initial understanding of local communities as key partners. Research on inter-organizational relationships for social impact has mainly focused on the partnerships between large corporations and NGOs, and their reasons for collaborating (Di Domenico et al., 2009; Sakarya et al., 2012; Selsky & Parker, 2005). Although the literature has analyzed the benefits that large corporations and other stakeholders can gain when collaborating with local people (London & Hart, 2004; Rondinelli & London, 2003), local communities as key partners for social impact, and their motivations, have been overlooked. Second, we provide a holistic framework of local communities’ motivations to enter into partnerships for social impact. On the one hand, our study builds bridges between the literature on inter-organizational relationships for social impact and biodiversity conservation by examining why local communities are willing to create partnerships with other stakeholders to enhance social impact related to the management of a Protected Natural Area. On the other hand, we combine the main three theoretical approaches to analyze such motivations – resource-based view, institutional theory, and relational view (previously only used in a disconnected way). Third, our study adopts a mixed-methods approach that provides more robust empirical evidence. Most of the previous studies were based on case

study methodology (e.g., Arambiza & Painter, 2006; Murphy & Arenas, 2010; Ormsby & Bhagwat, 2010; Ruiz-Mallén et al., 2015). Consequently, as depicted in Fig. 1, our main contribution is developing a holistic framework of the motivations that lead local communities to enter into partnerships for social impact.

Environmental preservation motivations. Protecting the natural area and its resources is one of the main motivations of local communities to partner. First, acquiring environmental technical knowledge, directly from the PN-ANMI Management Committee but also indirectly from other relevant stakeholders, was an important motivation. This finding is supported by studies on inter-organizational relationships for social impact relying on the resource-based view, which state that partners are driven by the opportunity to access relevant knowledge for their social causes (e.g., Hahn & Gold, 2014; Sakarya et al., 2012), and by the literature on biodiversity conservation that has acknowledged the importance of integrating different types of knowledge to develop effective actions (Smith et al., 2020). While local communities possess traditional and local knowledge which are of value to corporations for adapting their environmental practices to the local sites (Boiral & Heras-Saizarbitoria, 2017; Boiral et al., 2020), other stakeholders such as conservation organizations and scientists possess the technical knowledge that local people require to manage biodiversity more effectively. Therefore, our findings show that accessing complementary knowledge is a powerful motivation for communities to collaborate. Second, developing and participating in large-scale and responsible projects for preserving the Protected Natural Area and educating new generations about biodiversity conservation are also important motivational factors for partnering with nonprofits. This motivational dimension makes sense in the Bolivian context, where local people’s values are firmly rooted in nature preservation and ensuring future generations’ quality of life (Canessa, 2007; De la Cadena, 2010). Previous studies in similar settings have also found high environmental values (Ormsby & Bhagwat, 2010; Ruiz-Mallén et al., 2015) and a genuine willingness to preserve the natural environment given the reliance of local communities’ well-being on local natural resources (Jones et al., 2020; Souto et al., 2014; Turreira-García et al., 2018).

Community well-being motivations. Enhancing the quality of life of their communities is another strong motivation for local community

members to partner with nonprofits. Our results show that local communities and indigenous groups saw their partnership with the PN-ANMI Management Committee as an opportunity to represent their interests and get involved in relevant decision-making, but also to engage in social activism to exert pressure on other stakeholders in favor of their community interests. These findings align with the relational view that points to the importance of promoting participation, negotiation, and dialogue among partners to increase their willingness to collaborate (Gillett et al., 2019). Some biodiversity conservation studies addressing institutional arrangements between national governments and international donor agencies have also stated that local populations are more motivated to engage in biodiversity conservation when involved in decision-making processes (e.g., Rueda et al., 2019; Souto et al., 2014). Second, we found that biodiversity actions are perceived as a duty for local communities since shared responsibility emerged as a relevant motivator to enter into partnerships. In addition, developing more sustainable economic practices emerged as another motivator to engage in partnerships. In Latin American and Caribbean cultures, and in many rural communities, generally, reciprocity between nature and humans is a fundamental value (De la Cadena, 2010; Delgado-Serrano et al., 2017; Ruiz-Mallén et al., 2015; Souto et al., 2014).

Self-esteem motivations. Our results suggest that obtaining legitimacy through recognition and respect from others is another motivator for local communities to enter into partnerships. The interactions with nonprofits and other relevant stakeholders such as public authorities and scientists provided local community representatives and members with a good reputation and social status. These findings are in line with the literature on inter-organizational relationships for social impact and biodiversity conservation. First, the resource-based view acknowledges that partnerships can increase partners’ reputation (e.g., Di Domenico et al., 2009; Niesten & Jolink, 2020), while institutional theory raises obtaining legitimacy as the primary factor for engaging in social impact partnerships (e.g., Gillett et al., 2019; Sakarya et al., 2012). Second, previous biodiversity conservation studies have stated that legitimacy is important for large corporations to gain a positive reputation (Boiral & Heras-Saizarbitoria, 2017; Boiral et al., 2019, 2020) and for NGOs to gain credibility and resources for their social projects (Selsky & Parker, 2005). Our study complements these studies showing that legitimacy is

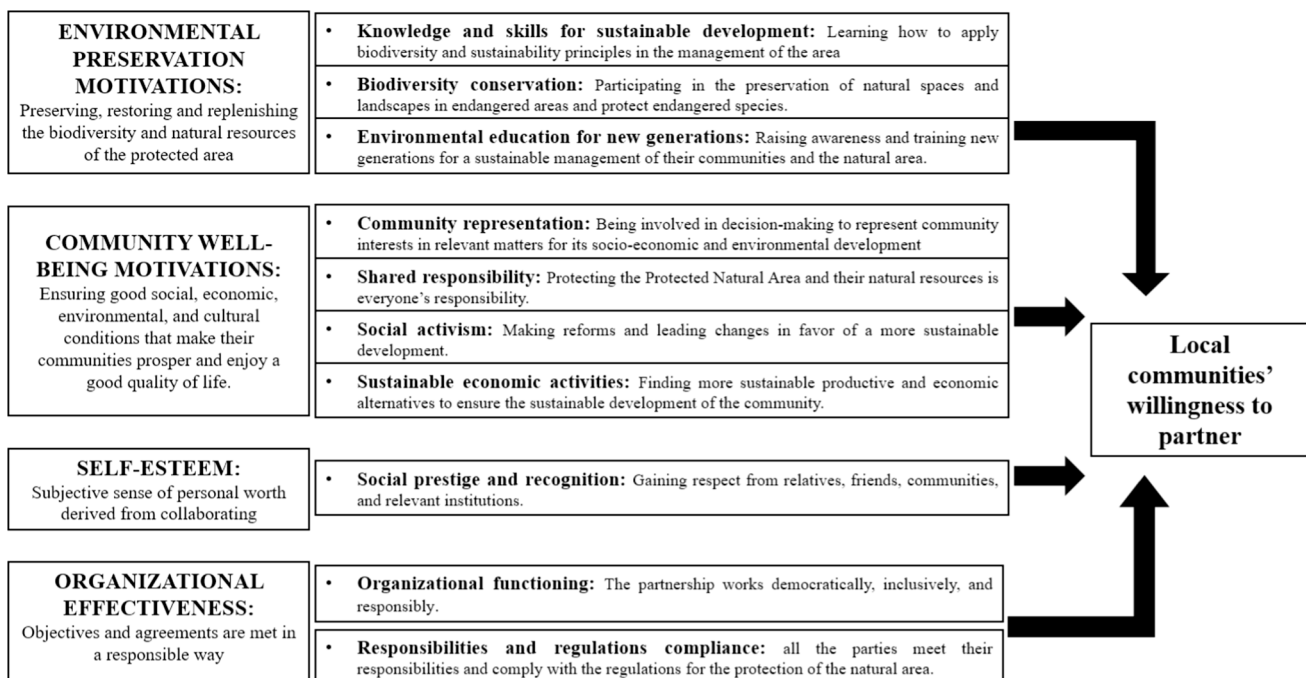


Fig. 1. Framework of Local communities’ motivations to enter into partnerships for social impact.

also important for local communities to collaborate as a way, not only to obtain prestige but also personal satisfaction (internal motivation). However, our results show that local communities' primary source of legitimacy comes from their interactions with scientists, government technicians, and biodiversity conservation NGOs rather than from collaborations with business coalitions.

Organizational effectiveness. The role of the PN-ANMI Management Committee in ensuring the regulatory and agreements compliance by all the stakeholders involved and the professionalism in the development of its functions have contributed to building trust, making communities willing to collaborate with it. Thus, in line with relational view studies in the literature on inter-organizational relationships for social impact (Kolk & Lenfant, 2012; Longoni et al., 2019; Weber et al., 2017), we found that trust is an essential informal self-enforcing governance mechanism for boosting local communities' willingness to collaborate. Our results also complement these studies. First, we found that formal governance mechanisms, i.e., regulatory compliance, positively affect local communities' willingness to enter into partnerships. For example, the nonprofit strictly monitors access to the Protected Natural Area and conducts surveillance for any infractions. Secondly, local communities highly valued the democratic and egalitarian decision-making process promoted by the PN-ANMI Management Committee, which acts as an important informal self-enforcing mechanism.

Our study includes different types of local communities (rural, indigenous, and intercultural), although we did not find motivational differences among them either from the interviews or the survey. The absence of differences could be due to the indigenous roots of a large portion of the Bolivian population. We found that, regardless of the type of community, local community representatives and members had positive views of the PN-ANMI Management Committee, its actions, and their relationship with it. However, more negative views existed regarding business coalitions operating in the area and the government as they are perceived to have limited actions.

5.2. Results discussion and contextualization

Overall, we can extract some general conclusions that contribute to the existing literature. First, we found internal motivations, i.e., preserving the natural environment and ensuring community well-being, to be the strongest motivations for local communities to enter into partnerships. These results are in line with previous studies that, although not focusing on partnerships, have found that communities are more prone to engage in biodiversity conservation practices when motivations are internal rather than external (Greiner, 2015; Rueda et al., 2019; Souto et al., 2014; Turreira-García et al., 2018). Since most previous studies focus on external drivers (e.g., Delgado-Serrano et al., 2017; Robinson & Sasu, 2013; Ruiz-Mallén et al., 2015), by focusing on internal motivations, we were able to provide complementary findings. Second, our findings revealed that local communities' motivations to enter into partnerships are environmental and social rather than economic, prioritizing the common good rather than personal gains. Thus, our study shows that local communities engage in collaborations strongly motivated by altruistic motivations in line with previous studies addressing inter-organizational relationships from a relational view (Gillett et al., 2019; Longoni et al., 2019). Previous studies in similar research settings (rural and biodiversity-rich areas) have also found that economic drivers are not decisive factors for engaging local communities with the biodiversity initiatives promoted by institutions (e.g., Robinson & Sasu, 2013; Ruiz-Mallén et al., 2015). Third, many of the actions related to community well-being and environmental preservation were developed not only in collaboration with the PN-ANMI Management Committee but also, indirectly, through interactions with other local communities and stakeholders (e.g., governmental institutions, municipality governments, other NGOs, scientists) with whom the nonprofit collaborates. For example, the development of joint large-scale biodiversity conservation projects and more sustainable

economic projects. Therefore, the nonprofit's relationships with other local communities and stakeholders have proved relevant in responding to local communities' motivations to enter into partnerships, reinforce social ties, and promote interaction among local communities and with other stakeholders. These relationships are especially relevant for local communities located in remote sites.

Our findings can be transferred to other contexts beyond Bolivia which have similar characteristics, e.g., rural communities located in biodiversity-rich areas within or surrounded by government-managed Protected Areas or rural and indigenous communities whose traditions and cultures are strongly connected to nature. Similar motivational factors are expected to be present in other Latin American and Caribbean settings (e.g., Delgado-Serrano et al., 2017; Murphy & Arenas, 2010; Rueda et al., 2019; Ruiz-Mallén et al., 2015), but also in other continents: Europe (e.g., see Jones et al., 2020), Africa (Kolk & Lenfant, 2012; Robinson & Sasu, 2013), or Asia (Ormsby & Bhagwat, 2010; Turreira-García et al., 2018).

5.3. Limitations and future research lines

Our study entails some limitations. First, it is focused on identifying communities' motivations to establish relationships with the PN-ANMI Management Committee. However, some individual aspects could act as obstacles and eventually dissuade community members from collaborating. For example, our qualitative analysis revealed community members' difficulty in finding the time to engage in the activities promoted by the Committee due to their farming activities. Likewise, our interview outputs revealed the lack of legal capacity of the PN-ANMI Management Committee as a potential demotivating factor. Future studies could explore individual and contextual inhibitors and enablers of local communities' willingness to collaborate for social impact. Second, the difficulty of accessing the 45 local communities created a time variation in data collection. However, we did not observe response variances in the qualitative analysis. We also performed a means differences test on the motivations by year of collection that confirmed the absence of significant mean differences. Several years had passed since the foundation of the PN-ANMI Management Committee when we started to collect the data, and by then, local communities had had enough time to observe the positive social impact created (e.g., protection of the natural area borders). In this vein, previous studies have shown that the level of acceptance of biodiversity practices increases over time when their benefits become more apparent and part of the daily habits of local populations (e.g., Jones et al., 2017). Further investigation is needed to address the dynamic nature of social impact derived from partnerships since perceptions about social impact are not static and are expected to change over time (Jones et al., 2017, 2020). Future research could also expand our study by analyzing distinct types of community members' motivations or focusing on the relationships between local communities and other stakeholders to uncover potential motivational variances.

5.4. Final remarks

Our article provides valuable insights for managers of nonprofits, corporations, and other stakeholders interested in collaborating with local communities for social impact, and specifically for biodiversity conservation. Exploring what motivates local people to enter into partnerships helps us to understand how they respond to different incentives and pressures and how such motivational factors help partnerships achieve their social/environmental goals. Since preserving the natural environment and ensuring community well-being are essential motivators for local communities, sharing technical and scientific knowledge with community members, improving the community's sustainable development, and promoting sustainability values, especially among young people, can reinforce the involvement of communities in biodiversity conservation partnerships. Our results also indicate

the importance of developing effective and practical governance mechanisms, both formal and informal. Local communities expect their partners to commit to the relationship, accomplish the agreed goals, and comply with national and international regulations. Maintaining a quality relationship based on trust, conformity, and democracy in decision-making processes with the exchange partners is critical.

CRediT authorship contribution statement

Raquel Antolín-López: Formal analysis, Conceptualization, Methodology, Project administration, Writing – original draft, Writing – review & editing, Supervision. **Pilar Jerez-Gómez:** Writing – review & editing, Writing – original draft. **Susana Rengel-Rojas:** Data curation.

Declaration of Competing Interest

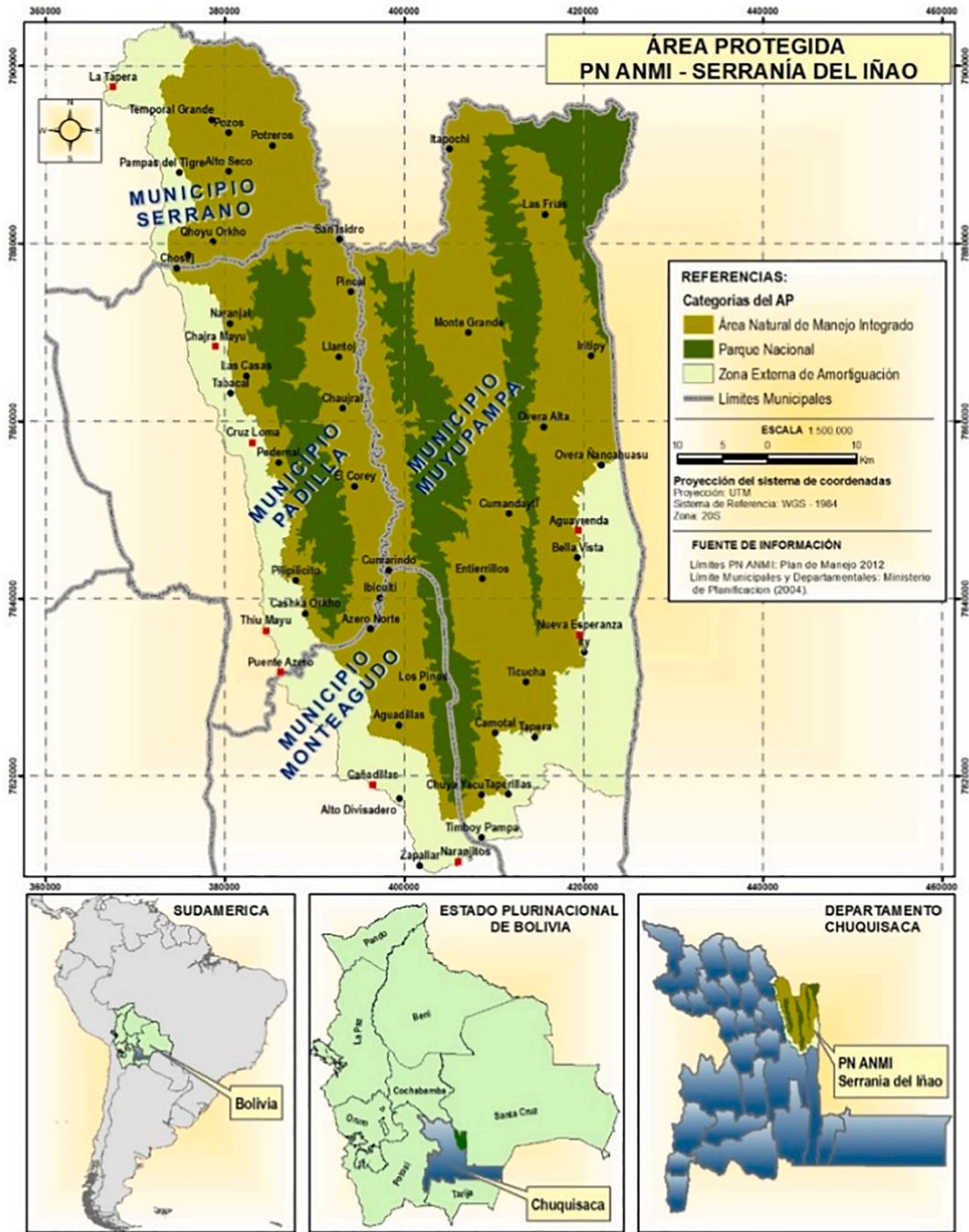
The authors declare that they have no known competing financial

interests or personal relationships that could have appeared to influence the work reported in this paper.

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Appendix A. Study setting and the studied local communities



Source: Sistema Nacional de Áreas Protegidas (SNAP)(2015). The captions represent the location and illustrate the three different types of areas within the whole Protected Area: Integrated Management Natural Area, Natural Park, and Buffer Zone.

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