

The emotional salary as a strategy to encourage work commitment and talent retention in organization

El salario emocional como estrategia para incentivar el compromiso laboral y la retención de talento en las organizaciones

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DOI: 10.35429/JIEC.2022.11.6.8.16

Received June 07, 2022; Accepted December 15, 2022

Abstract

This article explores the characteristics of the emotional salary and its effect on people's quality of life; It is not new to mention that organizations need to be competitive and to achieve this the human factor is of the utmost importance, however, companies are concerned and invest more time in developing and implementing business strategies for their growth, however they are rarely concerned for remunerating and compensating its work team, this being a key piece to retain its best talents, increase performance and increase productivity, so motivation towards collaborators must be a constant concern of any organization- Today, the dynamics Current jobs require a factor that balances their family life and their professional environment, which is why it becomes clear how emotional salary appears as a complement, since the affective needs of workers have a direct impact on emotional well-being and have a direct impact on their labor performance.

Emotional salary, Job performance, Motivation

Resumen

El presente artículo explora las características del salario emocional y su efecto en la calidad de vida en las personas; no es nuevo mencionar que las organizaciones requieren ser competitivas y para conseguirlo el factor humano es de suma importancia, sin embargo, las empresas se preocupan e invierten más tiempo en desarrollar e implementar estrategias de negocio para su crecimiento, no obstante en escasas ocasiones se preocupan por retribuir y compensar a su equipo de trabajo siendo este una pieza clave para retener sus mejores talentos, incrementar rendimiento y aumentar la productividad, por lo que la motivación hacia los colaboradores debe ser una inquietud constante de cualquier organización- Hoy en día, las dinámicas laborales actuales exigen un factor que equilibre su vida familiar y su entorno profesional, por lo que se pone de manifiesto como el salario emocional aparece como complemento ya que las necesidades afectivas de los trabajadores tienen un impacto directo en el bienestar emocional y repercuten directamente en su rendimiento laboral.

Salario emocional, Desempeño laboral, Motivación

Citation: RUÍZ-VALDÉS, Susana & RUÍZ-TAPIA, Juan Alberto. The emotional salary as a strategy to encourage work commitment and talent retention in organization. Journal- International Economy. 2022. 6-11:8-16

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Introduction

As is known, organizations must design strategies that allow them to adapt to current markets, in order to respond to the needs and demands of the environment; This implies the formulation, development and implementation of strategies for the operation of the company, this through committed collaborators who contribute to the fulfillment of organizational objectives.

Although it is true, in the era of knowledge, organizations play a fundamental role, however, the people who make it up are transcendental for its operation, since they are the ones who stimulate the learning processes, the generation of knowledge and the changes necessary to achieve greater competitiveness and organizational sustainability. It is therefore important to address a vision of human talent towards the attention that must be given to human talent in which it enables collaborators to develop skills to better perform their work, increasing their productivity and motivation.

Therefore, the development of this work is framed in studying the impact that emotional salary has as a strategy to improve work performance in organizations in order to achieve organizational sustainability in a time of profound changes.

Problems

The labor market is and has been the means to sustain the lives of people, their families and social development (Cedeno and Chávez, 2020), work is vital for man (Rubio, Beltrán, Baltazar and Gomez-Sanchez, 2020). However, currently the salary is not enough (Hernández and Osorio, 2018), since employees have different perceptions and needs.

Today, salary is not the only indicator as a motivational factor in employees, since for their permanence and satisfaction they focus on other types of non-economic rewards that represent greater satisfaction, not only professionally but also emotionally.

Of course, each person expresses different needs with respect to her work, this difference lies in a series of elements whose scarcity or absence leads to a state of poverty and a variety of different aspirations.

It would be believed that one way to have a satisfied employee would consist in granting an excellent economic remuneration as consideration for the work he performs; however, with the passage of time this resource has come to lose strength. If we want competitive and productive organizations, we must balance the conditions in which the worker is sometimes subjected; that is to say, a balance between economic remuneration and an emotional salary.

Regarding this, Gómez (2018) states how important it is to have a strategy that helps staff satisfaction (economic and emotional) and thus improves their job performance.

The investigation was carried out in a telecommunications company (who, by company policy, prohibit the use of their name in the publication of this project), where within the current problem it is intended to consider that the emotional salary is a significant element. in the health and well-being of its collaborators.

In this way, the interest of this research is manifested in how the emotional salary improves work performance in organizations and that this can be provided by an organization as a complement to the economic salary, thus increasing worker satisfaction and making more attractive to employees. the company in the labor market.

From the above, it follows as research questions: What relationship exists between the Emotional Salary and work performance in organizations? What role does the emotional salary play in collaborators? And how important is the emotional salary with the motivation of the staff?

Theoretical framework

To achieve a better understanding of emotional salary, an extensive literature regarding the importance of the human being for organizations was reviewed; Between the bibliography and papers, it was possible to identify the following theories that encompass the concept of emotional salary, where the fundamental thing is to look for a healthy company that contributes to the balance between the work and the personal.

For collaborators it is important that their work is recognized, that generates motivation, to later receive recognition from the tangible to the intangible; therefore, the theories that support the understanding of emotional salary have their origins in studies on motivation, as explained below:

Herzberg's theory: the author mentions that to be motivated people require two factors:

- Satisfaction factors: it is everything that makes the collaborator happy.
- Hygiene factors: these are variables that the employee does not control and are determined by the company; achievement, recognition, responsibility and promotions are elements that are considered motivational for the employee.

Vroom's Theory of Expectations: Motivation comes from the expectation that the individual has for the result of his actions. This theory has three elements or factors that start from motivation:

- Expectation: the effort that the worker has for his work, hoping that this will lead him to reach a desired level of performance.
- Strength: relationship that an individual perceives between his performance and the achievements that are generated or the reward that he obtains for that level reached and
- Valence: importance that the person gives to the reward received.

McGregor's theory: found, fundamentally, related to human behavior; two models are exposed to decipher people in organizations, the X in which it presumes that human beings are idle and that under this premise work is a form of punishment, having them threatened to do their jobs, and the Y says that human beings find satisfaction in work and will always strive to achieve the objectives.

Shein's complex man theory: satisfied needs do not disappear and sometimes change or are replaced by other new needs.

Therefore, a motivated employee is the cause of positive changes that favors their behavior; Therefore, identifying his motivational factors is essential to understand his way of acting and thus manage an appropriate strategy.

Under this premise, motivation has a direct relationship with emotional salary. Although it is true, the motivation has intrinsic elements (internal, non-economic incentives) and extrinsic elements (quantifiable cost for the collaborator); however, economic remuneration, although it is fundamental, non-monetary remuneration has a greater impact on motivation, since from there comes the recognition that gives value to a collaborator.

It is necessary to consider motivation as a generator of positive changes that can be evidenced in productivity and in the organizational climate, since people are always constantly searching for personal and professional achievements; This balance between work and personal is pronounced with an aspect of emotional salary, which Gómez (2011) defines as that which is intangible and which causes additional motivation for the collaborator to carry out their activities with high commitment and therefore organizations achieve their goals.

Compensation is of great importance to employees and can influence other indicators of the organization, which is why it is reiterated that this is a determining factor in the level of job satisfaction (Mabaso and Dlamini, 2017). Gay (2019), affirms that a fair economic retribution is not always the most admired thing for the human being since a job is perceived as something more than an economic income and that it can be improved by another organization, but the most important factor is the emotional, which makes a difference and achieves happier and more committed workers for their organizations.

For Abraham, Contreras and Montoya (2019), they consider that job satisfaction is a factor that allows the collaborator to find aspirations when carrying out their work.

In the case of Mexico, there is the NOM-035-STPS-2018 standard, (applied as of October 2019), named as anti-stress whose application in companies is mandatory and its main objective is to have work environments beneficial for the worker, preventing psychosocial risks in the work environment; this may have implications in the design of an emotional salary strategy based on the characteristics and internal needs of the work environment and the needs and perceptions of its workers.

These positions allow us to pronounce that an emotional salary strategy must: be non-monetary, be beneficial, generate commitment and a positive reinforcement of the brand that helps staff satisfaction and satisfy the organizational needs of the company.

That is why, in the theoretical framework used, theories that try to support emotional salary aimed at promoting and providing a set of benefits development opportunities, flexible hours and emotional well-being were considered, which are subdivided into: Life balance, training, feedback, promotions and career line, support from a coach, complementary benefits, family union, recreational activities, Integration activities, respect, professional challenges, participation, levels of autonomy and recognition (Morales 2016).

Gay (2019), indicates that the emotional salary has 5 dimensions:

- Sufficient conditions for the collaborator to work at ease: safety, cleanliness, order, equipment in good condition.
- Environmental conditions of the work space: solid and extensive infrastructure.
- Companionship in labor relations: bonds of harmony and solidarity between co-workers.
- Reconciliation of work and family.
- Creativity and flexibility as they are key to internal and external communication.
- For his part, Bonilla (2016) indicates that the emotional salary factors are:
- Development opportunities (training, talent management, coaching, mentoring and career planning).
- Life balance: flexible work schedules, benefits for physical health, family integration and opportunities for leisure and recreation.

- Psychological well-being: recognition, autonomy, professional challenges and significance in the community.
- The work environment: camaraderie, sense of family and team.
- Work culture: attend to social responsibility.

These positions can be complemented with the position of Pita (2017), who mentions that the factors inherent to emotional salary are:

- Development opportunity: training, feedback, promotion judgment and coaching.
- Flexible hours: additional benefits, family integration, life balance.
- Emotional well-being: professional challenges, participation, levels of autonomy and recognition.

These positions highlight the balance between work and personal life, that is, those benefits that allow workers to reconcile their personal and work lives.

Methodology

The objective in the first stage is to implement the emotional salary as a strategy to improve work performance in a telecommunications organization; The study carried out has its application in the qualitative approach, since the origin of the event was investigated in depth and was based on observations to describe a problem, trying to find explanations and answer the "why" to inform and describe the information. thrown;

A descriptive study was used in which a systematic review of the scientific literature was used in relation to the strategies and results of the emotional salary, the data collection technique was the survey of 20 questions in which it was wanted to know the degree of autonomy, belonging, creativity, direction, happiness, satisfaction, inspiration, personal growth, professional growth, feeling of purpose and what would be their emotional salary; reaching the conclusion that the emotional salary and the effectiveness is significant, that the emotional salary contributes in a representative way in the effectiveness, likewise, if it contributes notably to a greater commitment at work and a sense of belonging.

In this sense, the company under analysis, although its intrinsic and intrinsic motivation strategies are well executed, it is always worth making the working day more pleasant and improving their quality of life and their relationship with the company, so proposing strategies of emotional salary for the increase of the effectiveness they consider it as an opportunity to continue at the forefront.

Characteristics of the population and sample

The study population is the headquarters of the telecommunications company located in the Toluca Valley, State of Mexico, which is made up of a solid work team of more than 60 talented professionals; The company has a talent retention strategy as the key to establishing an organizational culture that is an example of trust, honesty, commitment, teamwork and openness to diversity.

An intentional qualitative sample was taken as a representative sample, this due to the workload and the company's own strategy, in which the head of human resources made a random selection of 15 employees to answer the survey, taking into account each one of the three levels found in the company: Headquarters, Administration and Plant, to which a survey was applied about the perception of the elements of emotional salary; In this sense, the data collection was carried out on a census basis, since some collaborators of the organization participate. (Hernández, Fernández and Collado, 2014)

Research assumption

It is established as a research assumption if the emotional salary as a strategy allows improving work performance in organizations.

Results and discussion

With the data provided, the company will have a vision of what aspects of work their employees value and will help highlight certain patterns and trends throughout the organization, creating a change in perspective and leading to the creation of more effective strategies in the area of human resources. in people development.

The following information can be collected from the surveys:

It was found that the entire sample has a conception of what an emotional and economic salary is very similar to the definition used in this work; They consider that economic remuneration is made up of a reward for the work done and that it includes legal aspects such as bonuses, vacations, endowments, overtime and others, and they consider it a benefit, even a luxury, and that it allows emotional and personal growth, since many organizations no longer offer such benefits, so these factors are motivational.

In the questions about the additional benefits to the salary, the staff reflects that the company does offer additional benefits and that they also motivate most of the times, among the benefits that the company offers are: recreation and sports, support for education, recognition, health support, parking support, tag, car and flexible hours, although the latter was only mentioned in 5 surveys specifically belonging to the administrative area; the rest do not recognize it as a benefit they obtain because they are not considered in that category.

This makes it possible to identify that, although the workers do not perceive the existence of the types of emotional salary developed in the text, they do perceive the presence of other forms of it. It should be noted that the benefit that workers would most like the company to grant them is flexible hours.

It can be said that, although the collaborators perceive certain benefits in the company, it seems that they get a little confused between economic and emotional and the way in which they are granted. This considering that everything starts from a need, which, when covered, the human being comes to feel satisfaction and therefore motivation to be happy in his work.

As an extra comment, talking with the head of human resources, she explains that the company's structure considers two approaches: the hard one, which refers to the organization's infrastructure; and the soft that refers to the way things are done, implies the values, beliefs and attitudes of people. These are attributes that must be developed in your collaborators. In previous studies carried out by the organization, we were shown data that reflects the level of affective commitment by employees, which is reported by 84% and the commitment to continuity by 87%.

The company has gradually implemented practices that have had a positive impact not only on the effectiveness of the processes, but also on the perception of the workplace and the work environment. Therefore, the area is constantly evolving to create policies, programs and initiatives to be certified as one of the best places to work.

The high level of trust and pride of the collaborators towards the organization was not easy, the company required to integrate actions and procedures and for its collaborators to begin to see tangible aspects in the facilities, the benefits, the peace of mind of remaining in their work, congruence of growth and equity.

Therefore, the company reflects a lot of openness to the development of strategies that help to fulfill its objective.

Practical implications

It is worthwhile for companies to reconsider the need for an emotional salary strategy, both for the benefits to attract talent, as well as to increase retention and improve the sense of belonging. In our knowledge and considering the literature consulted, the following are considered as pillars:



Figure 1 Pillars of the Emotional Salary
Source: Own Elaboration 2022



Maslow	Desarrollo de una mismo
	Ser y sentirse valorado
	Pertenecer a un grupo
	Libre de amenazas
	Necesidades para sobrevivir

Figure 2 Maslow's pyramid
Source: Image taken from Google



Figure 3 Barrett's levels of consciousness
Source: Image taken from Google

Proposal of an intervention model

The following model reflects the first conceptual contributions on the pyramidal representation of how human needs should be covered and that, when considered in organizations, a better emotional salary strategy can be implemented.

It is considered important that the needs that must be covered in the first instance are those of aspirations, achievements and benefits (life purpose), gratitude, identification and training (transformation, innovation and learning), guarantee and firmness (job stability, financial, health), affective relationships and emotional sensitivity (belonging to groups, coaching, mentoring, connection, respect and communication), vital (needs to survive).

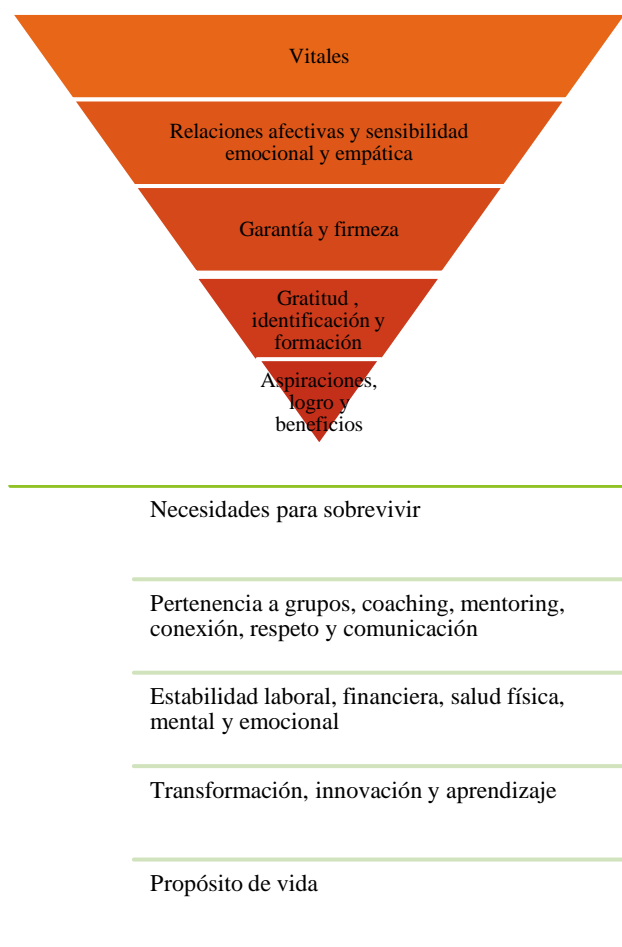


Figure 4 Human Needs Model

Source: Own Elaboration 2022

Under this scenario, it is considered that the following:

The first link to cover should be personal aspirations, achievements and benefits, since it is the reason for our existence, it is what gives meaning to what we do and what becomes a compass between the moral and the motivational of our actions. , decisions and sacrifices, Under this scenario it is considered that the following: The first link to cover should be personal aspirations, achievements and benefits, since it is the reason for our existence, it is what gives meaning to what we do and what becomes a compass between the moral and the motivational of our actions. , decisions and sacrifices,

The second link that must be covered is gratitude, identification and training; gratitude allows us to see things from a positive perspective, thanking others makes us have more empathy with the other and helps us to give recognition to others, in this way we do not have to see people as competition and it will be more easy to recognize the achievements of others; Likewise, this person will be able to participate better in the team and get more involved in the organization and with this, professional training can be defined as the set of activities whose objective is to provide the knowledge, skills and attitudes necessary for the exercise of a profession and the consequent incorporation into the world of work.

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The third link to be covered must be the guarantee and firmness; It refers to the security that a person must have for the conservation of their work, with a high level of stability, this will result in an increase in their productivity, if as a fair payment for the service provided.

It also includes physical integrity, mental and emotional that has been the way in which we manage our daily life, in which we relate to others in different environments and the responsible management of feelings, thoughts and behaviors.

The fourth link refers to affective relationships and emotional and empathic sensitivity, which are reflected in an affective bond of empathy and mutual care that unites people with each other and that provides well-being, security, and is the basis for the development of human beings.

The fifth and last link are the vital ones, defined as those to survive such as: eating, sleeping, drinking water, breathing and that are essential for the human being to live.

This order is considered because in this way growth is sought and implies the incentive for the fulfillment of vital goals or objectives that give meaning to life. It is recommended that the organization consider the proposed pyramid as the basis for emotional salary and carry out a second collaborative investigation to determine the impact of each of the links in order to develop an ad hoc strategy. However, it is proposed that you can start by considering an emotional salary program in your agenda by attending to the following:

Salario emocional	Canales de comunicación y escucha afectiva y empática
	Flexibilidad
	Promover las buenas relaciones personales
	Transparencia
	Nuevas oportunidades
	Reconoce a tus empleados
	Labores remotas
	Plan de carrera
	Capacitación
	Estabilidad laboral
	Beneficios sociales

Table 1 Emotional salary
Source: Own Elaboration 2022

In relation to improving work performance, a factor to highlight is the behavior of the collaborators and their relationship with the environment, learning, leadership, motivation and their needs, which will always be directed by ends and goals. Therefore, when designing a particular strategy, the exploration of each of the factors must be considered to create the right work environment.

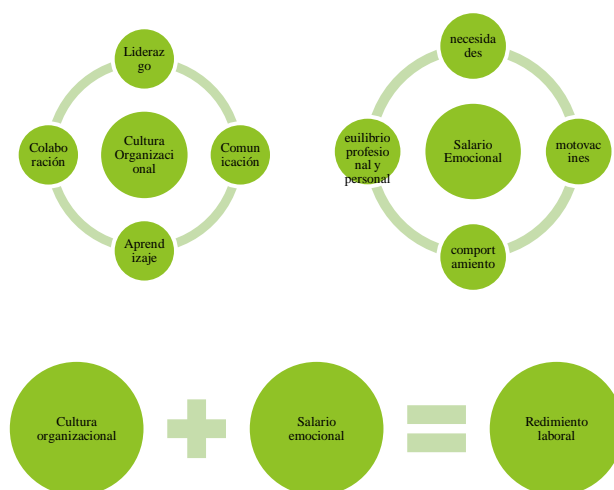


Figure 5 Strategic Design
Source: Own Elaboration 2022

As can be seen, the strategy consists of the development of an organizational culture that implies (good leadership management, empathic communication, continuous learning, teamwork) plus the implementation of emotional salaries (to reach them, it is essential for the company to carry out analysis the behavior of its collaborators, as well as their needs, motivations and well-being); which must fit with the values that are shared both individually and organizationally. In order to give meaning to their work and feel that they have opportunities for professional development, employees need an emotional salary. The more motivated, they work better and improve their performance.

Conclusions

It can be considered for the above that work performance is improved under the use of a non-financial compensation scheme known as emotional salary.

It is necessary to clarify that the reviewed literature supports the benefits of using the emotional salary. An economic salary does not guarantee 100% the well-being of a person, current labor dynamics require a factor that balances your family life and your professional environment. To this extent, the emotional salary appears as a complement since the affective needs of workers have a direct impact on emotional well-being and have a direct impact on their work performance.

A study should be made on the behavior, needs and motivations of the human factor for the design of the strategy; Likewise, it is important that employees also have an understanding of the company's priorities. With this, there will be a balance and greater motivation, sense of belonging and job satisfaction is achieved.

However, the concept of emotional salary is complex, based on what the company implements; Therefore, it can be understood that employees should not only be compensated financially speaking but also emotionally, thus strengthening the company-employee relationship.

The existence of this relationship guarantees a better preparation against any type of adversity that could arise, for which the emotional salary has incurred with great importance in the business dynamics.

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