

Emotional Salary As A Strategy To Retain Talents

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Abstract: *It is unbelievable the number of companies that have applied Emotional Salary. Although it is a new concept, its practice has demonstrated innumerable benefits as to the contributor as the organizations themselves. However, its absence can generate dissatisfaction and consequently loss of talent. It would be then emotional salary an effective tool to the retention of talents? The present research demonstrated that besides to be indispensable to the motivation, it is fundamental to the worker's loyalty too.*

Key words: *Emotional Salary, Motivation, Retention, Attraction.*

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I. INTRODUCTION

Motivation is one of aspects of best relevance in the corporative environment. The leader can encourage and offer conditions relevant to the motivation, however, just the individual can motivate himself in fact (HUNTER, 2004), once that the motivation happens through intern factors.

On this, it is necessary to the comprehension of factors that motivates the contributors, knowing that they have motivations and different needs, and that monetary gratification and punishments just motivate to a short period and they do not reach his emotional (HUNTER, 2004).

To choose the theme of research, took into account the fact that the salary in monetary terms is not more preponderant factor to the people at the organizations. Actually, the factors to motivate the professionals are not related the financial questions and it is other purposes like: a good organizational climate, recognition, career's development and possibility of growth, factors that characterize the concept of the Emotional Salary (BARCELÓ, 2016).

This research has the goal to analyze what manner emotional salary can influence contributors of different organizations to stay at the organization they act. Besides that, to identify the influence of emotional salary in the main active generations at the job's market, once the individuals of each generation have issues and equal behaviors in itself (MEREDITH; SCHEWE, 1994), and "they share experiences that make up the collective consciousness" (REIS, 2017).

Thereby, the study can contribute significant way; can be used like a tool by managers challenging to retain talents, knowing that the leader may come across this challenge in some moment during his professional trajectory.

II. THEORETICAL REVIEW

2.1 Motivation

In relation to theories of motivation, stand out the theories of the psychologist Abraham Harold Maslow and the professor and psychologist Frederick Herzberg.

On theory of the hierarchy of needs, Maslow defends that the motivation and the behavior of each individual are coming from existing forces inside each one and distribute the human needs in a behavior's pyramid of importance (CHIAVENATO, 2006). The base of pyramid is constituted by basic needs, called physiological needs too, like food, sleep, shelter and sexual desire. Then they meet the needs of safety, related to protection of physical damages and emotional, right after, the social needs, concerning to acceptance of people, to get friendship, affection and love. The fourth need refers to the needs of esteem, related with the self-esteem and the mod how the person sees himself. And the latest, on top of the pyramid, you can find the need of self-evaluation, referring to the personal development, this is, all that the individual will can be in the evolution and his potential.

Herzberg says that his theory the human behavior at the job is influenced by two factors: the hygienic and the motivational, being the hygienic factors: the physical conditions, environmental, the benefits and the opportunities in the job (BUENO, 2002). However, if by chance some of these factors for deficient, it can

generate dissatisfaction (CHIAVENATO, 2006).

Regarding to the motivational factors, they are related the relevant to the position held, such delegation of responsibility, use of personal ability, promotion, and other. Herzberg concludes that motivation at the job is conquered through the enrichment of Office (VROOM, 1997), because it generates the increase of the satisfaction of the employee and offers the opportunity of psychological increasing.

2.2 Emotional Salary

The idea to work in exchange of something is not a new concept. In the primordial, the job was offered in exchange of salt, that epoch it was used to keep the food (RIBEIRO, 2006), and along the years the payment have adapted according with the new needs that appeared.

For many time, mainly with the emergence of capitalism, the needs they could be supplied primarily through the financial returns. As along the years the salt became obsolete, the salary has become increasingly less relevant, mainly to Herzberg (1966), that in his theory establish the salary such a factor of maintenance not motivator, that is, have it do not generates motivation, but his absence generates demotivation.

The Emotional Salary represents any kind of immaterial comprehension that the worker come to receive in return of services rendered (BAGUER, 2005). Despite being a new content in academia, recent researches have showed surprising results. Satisfied employees are more productive, hold the best leader position and they are better paid (ACHOR, 2012). Indeed, the benefits of a strategy turned to the emotional salary are relevant not exclusively to the contributor's happiness, but including to the organization's success, in view of that contributor feel more motivated and work with more harmony (BARCELÓ, 2016).

The people are unique, they have different needs and consequently it reflects their uniqueness in identification of the organization purposes (MCKEE, 2017). Soon, when applied correctly, the emotional salary is highly effective due to the many factors that compose them like recognizing, positive feedback, career's development and interesting to the contributor's needs. Besides that, can be applied the fast way, economic and com lasting results (PUYAL, 2008).

2.3 Generations

In the studies of generations note that the generation Baby Boomer (born between 1948 e 1963), search more stability in employment and different of subsequent generations, have high loyalty to organization in which is insert (VELOSO, 2009).

In relation to X generation (Born between 1964 e 1977), is perceived that they do not believe much in the organizations, they yearn for their own business and do not have much loyalty to the company (REIS, P. N. C. ET AL, 2013).

In Y generation (Born between 1978 e 1994), is common the personal interest about the collective interests, the search to the professional satisfaction and the job change with ease (OLIVEIRA, 2010).

To the Z generation (Born between 1995 e 2010), it is a generation that prioritizes it professional growth, and plan to work average of four companies a long his trajectory (HALF, ROBERT; ENACTUS, 2015). These young emergent people job's market search new challenges and can generate unfavorable turnover to the organizations (JP&F CONSULTORIA, 2016).

Soon, the X, Y e Z generations, that are more present at the job's market, do not show so striking loyalty like the Baby Boomer generation. Loyalty that was mainly motivated to the financial question and related directly to their stability.

However, to the posterior generations, the Baby Boomer salary is not more one motivating factor yet, and with this the loyalty to the company becomes a desire practically utopian. This way, IF to the organizations the wage issue is fundamental, to the contributors the motivation is more linked to recognizing and welfare as a result to the appreciation of the job exercised (CORTELLA, 2015).

2.4 Retaining Talent

In the job's environment there are people which stand out by their abilities and skills (RESENDE, 2003), they are well-known like the talents of the organization by their knowledge in the function exercised and actuation in specialized positions.

It is necessary to emphasize that each person is responsible by development of his professional trajectory (CORTELLA, 2015), and this reflects directly in permanence of the employee inside the organization and consequently become a challenge to organizational management, this is, the retention of talents.

The organizational management generally believes that with the adequate financial incentives the employee will be more loyal to the company. However, what has been revealed is the proportional increasing of the dissatisfaction related to the remuneration, while to identify opportunities and incentives to the growth inside the company, the contributor choose willingly remain in the organization (FERNANDES, 2015.).

Actually the contributors perceive that the link they have with the organization is not of the loyalty.

Most companies to eliminate costs look for ways to reduce the staff, which generates loss of investment, once a company invested in individual training (CORTELLA, 2016). However, the organizational management of some organizations have sought means to evaluate the official, treating them with treat the Best clients, knowing that the happy employee and with feeling of esteem is more efficient and less prone to leave the organization (ESTEVEES, 2017). The talents stay where they feel valued (CORTELLA, 2015).

III. METHOD OF RESEARCH

In present job was used, for the purposes, the method of exploratory character that have the goal to deepen knowledge around the theme proposed and the refinement of an idea (GIL, 2002).

The means, were employed the methods bibliographic research and Field research, being the bibliography a research most used, based in ready materials, like books and scientific articles and the study of field, a research that provides a collect of data through a quiz to be applied in a determinate group with a common characteristic (GIL, 2002).

The sample population limited to the professional inserted in the Jobs market of several companies. At first, the research was applied at networks of relationship of the researchers, and after to students of fourth semester of the course of Administration in an educational institution of the countryside of the state of São Paulo. It is important to emphasize that the sampling is composed to contributors of different generations, being 10 individuals of the X generation, 55 of the Y generation and 82 of the Z generation, totalizing 147 professional researchers.

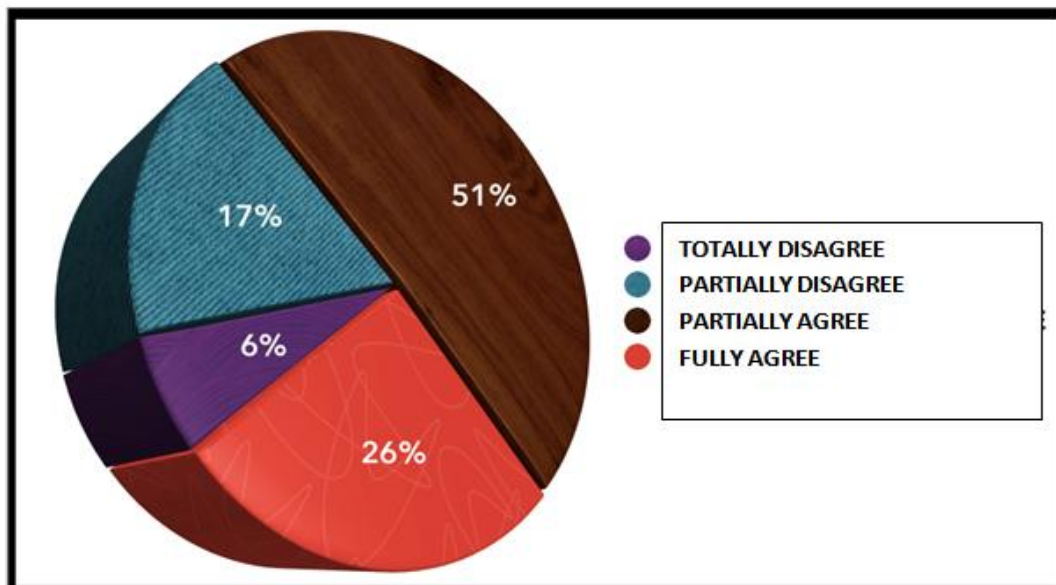
IV. ANALYZE OF RESULTS

In this chapter is presented analyze of the field research fulfilled with professionals of several companies of the state of São Paulo. The willing alternatives were separated between “Totally Disagree, Partially Disagree, Partially Agree and Fully Agree”. In the eventual analysis identified the satisfactory balance to highlight the answers in “I agree and I disagree”.

4.1 Satisfaction in the Job

The graphic 1 shows the degree of satisfaction that the respondents have in relation to the job exercised at the organization they work.

Graphic 1: Satisfaction



Source: The Authors.

Note that the biggest part of the contributors researched (77%) have satisfaction at the job where they act, while 23% do not feel pleased.

A research made in the researches' Institute *Conference Board*, reported that just 45% of interviewed were pleased with the job in 2010 (ACHOR, 2012), which indicates a considerable increase of satisfaction in the job the latest years, as shown on graphic 1. Second Fernandes (2015), is fundamental that the contributor feel valued such part of the organization and reciprocally reinstates this recognition. The pleased individual is loyal to the company, and this loyalty is resulting of the benefits granted (CORTELLA, 2016).

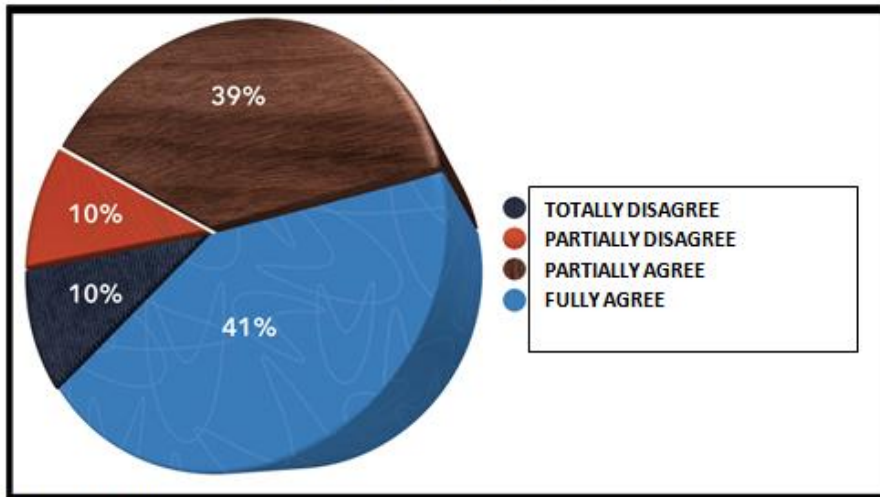
4.2 Loyalty to the Organization

Next, it was sought to identify the influence that the benefits offered exercise about the worker in relation to his stay at the organization. The graphic 2 explore these data.

Lealdade à Organização

A seguir, buscou-se identificar a influência que os benefícios oferecidos exercem sobre o trabalhador em relação à sua permanência na organização. O gráfico 2 explora esses dados.

Graphic 2: Loyalty



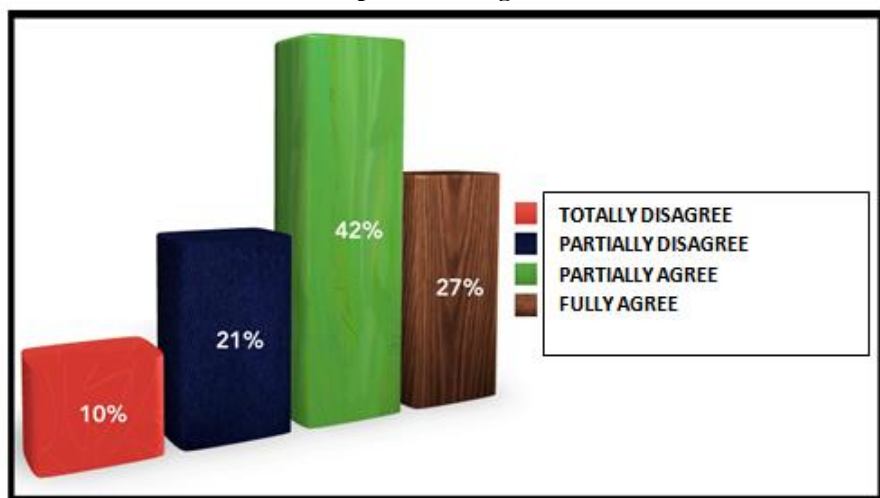
Source: The Authors.

According to the collected data, 80% believe that the benefits granted influence loyalty to the company. This data reinforces result obtained in analyze of graphic 1, where 76% are pleased at the job. Thereby, understand the benefits are directly linked to the employee's satisfaction. Costa (2017) suggests that the organization should inspire their contributors, creating experiences be remembered, besides offering resources like technology, a pleasant environment and flexibility. Although in the absence of benefits cause the loss of human capital, organizations that grant differentiated benefits in relation to the competition, conquest the contributor's loyalty (CORTELLA, 2016). The people crave for attracted benefits that provide them satisfaction and welfare at organization whose chose to remain (ESTEVEVES, 2017).

4.3 Recognition of the Leader

The graphic 3 shows the importance to recognize the contributor as a result of a successful job.

Graphic 3: Recognition



Source: The Authors.

According to the results obtained, note that 69% of contributors are recognized by their good develop, while 31% do not obtain the necessary recognition.

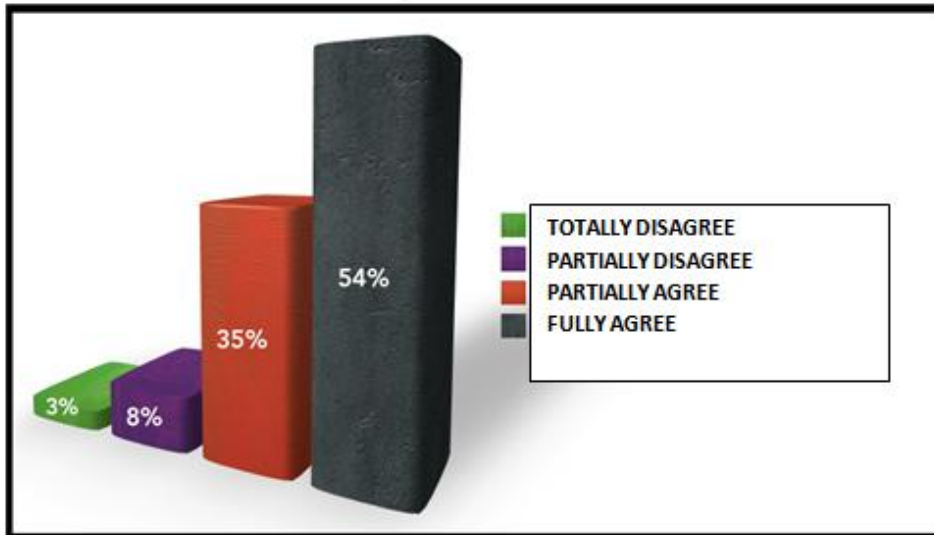
To be recognized is that the contributors crave, since the lack of recognition causes serious demotivation. In contrast, the recognition well applied causes welfare and feeling of gratitude, because goes

beyond the pay gap(CORTELLA, 2016). When the needs to be recognized is supplied, the employee demonstrates develop of 31% more in compareto the employees that are not recognized, being on fact, more efficient than monetary gratification (ACHOR, 2012).

4.4 Motivation at Work

Through to analyze of data demonstrated at figure 4, it was aimed discover if the benefits offered by the company are more important than salary increasing.

Graphic 4: Motivation



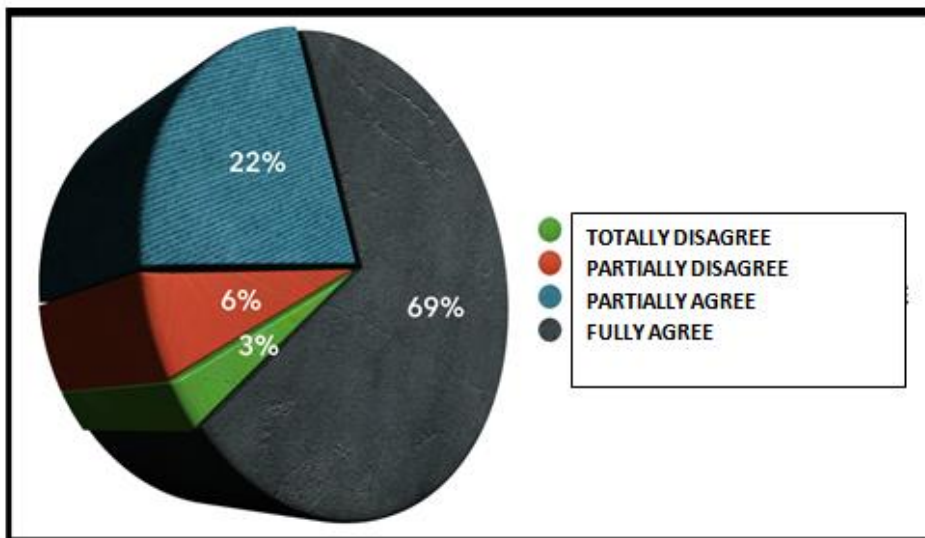
Source: The Authors.

Checked that 89% of answered valued more relevant incentives to career than financial stimuli, this is, the collected data confirm that the salary is no longer a motivating factor to the workers of actuality. Achor (2012) says that a sincere smile motivate more than the increasing of salary. And in turn, the possibility of develop and career progression is directly linked to the employee's satisfaction (FERNANDES, 2015.)

4.5 Career Purpose

In sequence, searches to identify the existence of a purpose beyond the salary gain. Understand that this question is relevant to the managers identify that on fact motivates their contributors are not related with the remuneration, but with intrinsic factors. The graphic 5 demonstrates how gives the divisions of answers in relation to wage gain.

Graphic 5: Purpose



Source: The Authors.

On the graphic 5 was identified the highest percentage of presented research: 91% of the contributors works for the bigger purpose than salary increase, proving greatly which aimed to answer at the proposed issue. Correlating the 91% pointed with their respective generations, noted that 100% of the X generation's individual, 93% of the Y generation and 90% of the contributors of Z generations, work for a purpose beyond of salary gain, confirmed that independently of generation, the remuneration are not a motivator factor.

It is indispensable that the contributor identify a purpose in the exercised work (CORTELLA, 2016), instead, interests will be null and the ineffective dedication (MCKEE, 2017). In this function, it is necessary that the leader takes easy this identification, stimulating the contributor's self-motivation and encouraging searching for excellence (CORTELLA, 2015).

V. FINAL CONSIDERATIONS

In the presented research searched to identify what motivates the loyalty of individuals inserted in job's market. On this, it was aimed evaluate from the standpoint of the contributor, the relevance of emotional salary in comparison to the monetary salary on the actuality's organizational context.

According to gauging around the satisfaction of answerers relating to the job, was assessed a result as significant as the result obtained which refer to loyalty, reinforcing the above information on theoretical reference, whose motivation of professional to remain at the organization is due when he feels satisfied.

In relation what motivate the contributors, it was found what boost a professional of the actuality are relevant elements to emotional salary and not to the financial factor. This finding is reaffirmed of categorical way in referring question to the purpose of researched professionals, revealing that in the majority (91%) work for a purpose beyond the salary question.

In what it refers to researcher's generation, note that the emotional salary is the fact that motivate them, especially because the emotional salary covers the different aspects which motivate each individual, regardless the age.

Conclude with base in data presented, that the emotional salary is fundamental in the talent retention, since it is a question of a motivational method highly effective, about everything when equated the monetary salary. Beyond this, the emotional salary encompasses several motivational factors, contemplates professionals of different generations, is economically beneficial, retains the talents and promotes the loyalty to the organization. This way, like the people are in constant change, it is up to the organizations adjust quickly to this unsteady scenery, in charge of supplying the genuine need of contributor, in order that motivate himself to be faithful to the organization.

Retaining talents is just a question to recognize that really have value: the contributor.

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