

**UNIVERSITAT
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MANAGEMENT PROJECT OF:

EMOTIONAL SALARY AND THE EFFECT ON THE STAFF

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SUMMARY

This project explores the intriguing concept of emotional pay and its importance in the modern workplace. I will start by introducing the concept of Emotional Salary and its comparison with Traditional Monetary Salary.

I will explore the fundamental reasons behind why people work, delving into various motivational theories, including those of Abraham Maslow, David McClelland, Douglas McGregor, Edgar Schein, Lawrence & Nohria, Daniel Pink, and Frederick Herzberg.

I will examine the pros and cons of Emotional Salary, shedding light on its impact on employees and organizations. I will analyze methods and strategies to evaluate and quantify Emotional Salary.

Later I will describe the research methods used in the guide. I will provide real-world examples of emotional pay at both well-known companies (e.g. Google, Patagonia, Microsoft) and small and medium-sized businesses (SMEs). I will discuss customizing and adapting the Emotional Salary to meet individual needs and preferences.

Finally I will highlight the potential challenges and important considerations associated with implementing Emotional Salary strategies. I will explore emerging trends in the area of Emotional Salary and predict their future implications to end with a Summary of the main conclusions and insights from the guide and the literature I have used provides a list of references for further reading and research on emotional salary.

This comprehensive guide aims to deepen your understanding of emotional pay and its multifaceted impact on the modern workforce, offering valuable insights into its advantages, disadvantages, and future trends.

1. INTRODUCTION

In the contemporary world of work, the concept of compensation goes beyond the mere financial transaction between employer and employee. Emotional well-being and job satisfaction have been widely recognized as critical factors for performance and talent retention. This is where the concept of "emotional salary" comes into play. This form of compensation, although not tangible in monetary terms, plays a crucial role in the commitment and motivation of employees, complementing the traditional monetary salary. In this work, we will explore emotional salary in-depth, highlighting its differences from conventional monetary salary, its benefits for both companies and employees, and providing concrete examples of successful initiatives. Likewise, we will address the important question of how to measure and evaluate the impact of emotional salary in the work environment.

Furthermore, the advantages and disadvantages of this form of compensation will be analyzed in detail, providing a balanced view of both its positive and challenging implications. With this comprehensive exploration, we hope to shed light on the importance of emotional pay in the current context of employment relationships and its influence on the success and well-being of both employees and organizations.

1.1. What is the Emotional Salary

Emotional pay refers to a non-monetary portion of the compensation an employee receives as part of their job. As Pursell, S.(2023) said, It is made up of those intangible and emotional elements that contribute to the employee's satisfaction and well-being in their work environment.

These elements are not directly related to base salary or economic benefits, but rather focus on aspects such as recognition, a sense of belonging, the quality of the work environment and opportunities for personal and professional development. Some common examples of emotional salary elements that Ortega, C.(2023) explains include:

- Recognition and Appreciation: Praise, formal recognition, awards or positive comments for a job well done.
- Professional Development and Growth: Training opportunities, mentoring programs and promotion possibilities within the organization.

- Labor Flexibility: Possibility of adapting schedules, teleworking or remote work policies.
- Positive Work Environment: A respectful, collaborative and motivating work environment.
- Balance between Personal and Work Life: Access to policies that allow a reconciliation between work and personal responsibilities.
- Participation in Decisions: Involvement of employees in making decisions relevant to the team or the organization.
- Organizational Culture and Values: A culture that promotes values that resonate with employees, fostering a sense of belonging.
- Wellness and Health: Access to health programs, physical activities, emotional support and nutrition.
- Social Contribution: Possibility of participating in corporate social responsibility activities or volunteer projects.
- Personal Skills Development: Training in skills that are not only useful at work but also in personal life.

Emotional pay is a strategy that seeks to improve job satisfaction, employee engagement, and overall well-being, which can lead to greater talent retention and a more productive and positive work environment.

It is important to note that emotional pay can vary significantly between different companies and organizations, and can be aligned with the specific values and objectives of each one.

1.2. What is Traditional Monetary Salary

Monetary salary, also known as salary or remuneration, as the web page Accounter(2015) explains, refers to the direct financial compensation that an employee

receives from his or her employer in exchange for the services he or she provides in his or her job. This form of compensation is expressed in terms of money and may be paid in the form of base salary, salaries, bonuses, commissions or other types of financial remuneration.

Monetary salary, as Ministerio De Trabajo Y Economía Social(2020) explains on its own webpage, is a critical part of an employee's total compensation package and is often an important component of motivation and job satisfaction. It is the most tangible and quantifiable aspect of compensation and is crucial to meeting an individual's basic economic needs, such as housing, food, clothing, and other expenses.

It is important to mention that monetary salary may vary depending on factors such as industry, level of experience, geographic location, and position in the company. It may also be subject to change over time due to salary increases, promotions or performance adjustments.

In short, monetary salary is the remuneration in the form of money that an employee receives from his employer as direct compensation for his work. It is a crucial component in the employment contract and in the relationship between employer and employee.

1.3. Differences between Emotional Salary and Traditional Salary

Emotional salary and monetary salary are two different components of the compensation an employee can receive. Here are some key differences between the two that I founded in CA Noticias(2023) web page, in the review of Peralt, A.(n.d.) in LinkedIn web page and in the RedEmpresas(2023 web page:

- Nature of Compensation:
 - Monetary Salary: Refers to the direct economic compensation that an employee receives in the form of money, whether in base salary, bonuses, commissions or other forms of financial remuneration.
 - Emotional Salary: Includes intangible and non-monetary rewards that seek to satisfy the emotional, social and psychological needs of employees. It does not translate into money directly.

- Measurement and Quantification:
 - Monetary Salary: It is quantifiable and is expressed in terms of a specific amount of money. It can be easily compared and evaluated in monetary terms.
 - Emotional Salary: It is more difficult to measure and quantify since it is based on perceptions, emotions and subjective experiences of employees. It cannot be expressed in monetary terms directly.

- Compensation Objectives:
 - Monetary Salary: Its main objective is to cover the economic and financial needs of the employee, such as basic expenses, savings and lifestyle.
 - Emotional Salary: Seeks to satisfy emotional and psychological needs, such as recognition, sense of belonging, well-being and work-life balance, among others.

- Flexibility and Customization:
 - Monetary Salary: Generally less flexible and subject to company policies and standards. It may be more difficult to customize based on individual preferences.
 - Emotional Salary: It can be highly personalized to fit the needs and preferences of each employee. It can vary widely between individuals and teams.

- Value Perception:
 - Monetary Salary: It is more tangible and easily recognizable as a form of compensation. It is directly associated with the economic value of work.
 - Emotional Salary: Its value can be subjective and varies according to the individual perception of each employee. It may be more difficult to quantify in terms of "value."

- Impact on Satisfaction and Commitment:
 - Monetary Salary: Contributes to the basic satisfaction of economic needs and can influence the employee's financial security.
 - Emotional Salary: It has a significant impact on job satisfaction, commitment, motivation and the emotional and psychological well-being of employees.

In summary, while monetary salary focuses on direct financial compensation, emotional salary focuses on meeting the emotional and psychological needs of employees. Both are important and complementary in the total compensation that an employee receives from their employer.

2. WHY WE WORK

If we ask on the street why we work, many people will tell us that they do it for money, however, no matter how high your income may be, there are certain details and certain elements that add or subtract from your job satisfaction and that are part of your emotional salary. At work, as Neobis(2016) explains on its webpage, we are guided by some changing motivations and others that remain over time. The most important and the most frequent, as Lomba, M(n.d.) explains on LinkedIn webpage and Garcia, E.(2023) tells on the SindicatoAsit web page, are:

- Achievements or challenges. We like to feel challenged, to know that we are helping to solve a difficult problem or one that seems far beyond our means, but that we later manage to solve. We stretch. It is also worth thinking about the possibility of applying our creativity, when we cannot do it, it seems to us that everything is tedious or heavy, like in black and white, that we get bored. We feel that nothing has adrenaline.
- Money and direct equivalents. It is the most important necessary but not sufficient factor. It is sometimes the excuse that legitimizes a decision to go elsewhere and other times, the one that legitimizes the decision to stay. Although other more complex and less affordable reasons are hidden below, the economic factor allows us to rationalize a decision and is usually a reason that no one dares to discuss when we put it forward. The money factor, however, should not be underestimated since it is what allows us to be self-sufficient, what gives us the passage to real adulthood

and gives us independence. All independence begins with financial autonomy. Sometimes, it is not the amount that motivates us but it is perseverance: the security of knowing that we will have a salary at the end of the month. Many times, it is true, we also use it to hide deeper dissatisfactions, or to anesthetize ourselves with consumption. An increase in income brings a lot of satisfaction in the short term, but that satisfaction rarely lasts in the long run.

- Learning. We love those jobs in which we learn new things and in which we feel that our horizons are broadening. We love to feel that we have mastered something. We love to reinvent ourselves from time to time to start from scratch. In any case, we are not afraid of not knowing, because every learning journey begins at the station where we acknowledge and declare our ignorance. We subscribe to the idea of long life learning. We recognize ourselves as eternal learners.

- Sense of belonging. Many people have thought that they couldn't leave a place because they felt loved and because they had a good time with the people or they felt comfortable with them, because the atmosphere was great and because they felt part of it. Belonging to a group, having shared codes, similar interests and having cultivated friendships or loves in the workplace raises the barriers to gathering. We are social beings. We also operate here when we are in tune with the company's culture, when it seems to us that we could not work elsewhere. We share values.

- Recognition and pride. We need to be seen, appreciated and applauded. Success is when our clients tell us that they are happy with us, or when our boss tells us that we did a good job or that we are very important to him. We are also guided by that when they ask us what we do or where we work and our ego swells before answering. These are the moments when our work contributes to making us feel important, be it because of our speciality, because of our role, because the company we work for is recognized for something, or because we are doing something that seems relevant to us. In all these cases, our professional identity satisfies us.

- Leadership. Leadership is not having people in charge and giving orders. A person motivated by leadership feels happy bringing clarity where there was chaos before, improving processes and ways of working, inspiring others, generating a place where there are clear rules and productive conversations, where people coordinate impeccably and where your action contributes to making the system work better.

- Work-life balance. Everyone wants an interesting professional life but that is not the only factor in existence, that has autonomy. I think the most important thing about a job is that it gives us degrees of freedom to be able to put our stamp and also to be able to develop other interests in parallel. They do not always go hand in hand, although frequently if we are able to have balance it is because we have autonomy. We can have her working on our own, or founding a company, but also have a boss who lets us fly, working in a company where we can carry out our dreams. The balance between life and work is a permanent search.
- Power. In some organizations, such as governmental, political, NGOs, or universities and research centers, the currency of exchange is not money but prestige. And in those areas the leaders are usually even more important than where money is a mediator and catalyst. In them, it is more powerful who gets more influence, who has more hierarchy or who has access to important figures. Knowing how to handle oneself politically and at the same time not being afraid of conflict is the key resource available to those who are motivated by power.
- Possibility of leaving a legacy, teaching. As we advance in the career, and as we grow in age, we begin to be more confident, to feel that we want to pass on what we have learned, to not need a script to speak, to think that what we have done or know is enough, it is valuable. and deserves to be transferred. We feel that we flow when we can transmit a message, inspire others to go further, when we operate as mentors, as coaches or as teachers.
- Make Race. When the career motivates us, the badges, prizes and recognitions that take us from step to step operate. It's not that we're particularly motivated by money or recognition, but rather that we feel comfortable when the scales are clear and meritocracy operates. We go through corporate environments fluidly, until someone tells us that another with less seniority and not as many achievements as us is going to occupy the position of our boss. The career, in this modality, is always ascending and is marked by milestones of greater responsibilities and more senior positions.
- Links to other organizations or people. Some roles or organizations are valuable because they represent a door to other people or organizations that we could not reach. For those who are very aware of the value of good social capital, a job that exposes them, gives them visibility, opens doors to prestigious people in a discipline, or simply to references from environments different from the one in which we are, can

enable a lever that accelerates the move to the next stage or the completion of a different project. These are usually good ways to think about a transition to something very different.

- Purpose. When we want what we do to contribute something to improve the world, even if the world is our small community, or a particular interest group. The point is that we need to know that our work has an impact, and that this impact is aligned with what really matters to us. The driving force here is to feel that our internal mission is aligned with the mission of the company we work for or that we are leading the way towards what we truly feel is valuable. Leave a mark.

2.1. Why we Ask Why we Work

The reasons why we work listed here are the regrouping of reasons found by classical content-focused theorists such as Maslow (21-38 and 87-92 pages), McGregor (134-144) pages, McClelland (244-259, 287-315, 372-398 pages), Herzberg (13-22 pages), Schein (128-157 pages), Nohria & Lawrence (54-78 pages), and Pink (27-42 pages), which we will explain more briefly below.

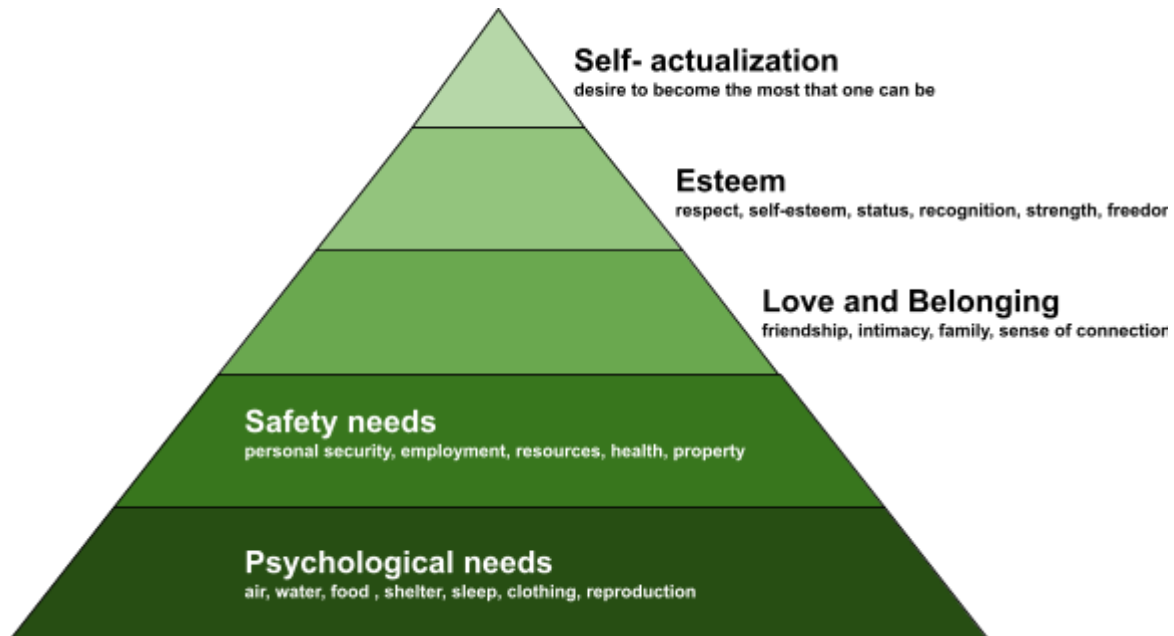
Throughout the 20th century and into the early years of this century, when we thought about careers, we were biased toward thinking in terms of corporate careers, ones you entered right out of high school or college, and exited at. The retirement. The vocation consisted of finding and following that internal call that had to coincide with one of the university degrees. Today, happily, the new ways of thinking about work put us in front of the list of motivations that we displayed above, with another look, freer and less demanding in terms of what we ask of our occupations and all this is thanks, in large part, to all the theorists mentioned above.

2.1.1. Abraham Maslow Pyramid

First of all, Abraham Maslow, with his theory on the Maslow Pyramid. Maslow's Pyramid is a motivational theory that explains human needs through a pyramid-shaped hierarchy. As the human being satisfies the needs that are below, that is, the basic needs, new needs and desires are developed. Until a need is satisfied to a greater or lesser extent, a new one does not arise. To satisfy each of these needs that arise, we require motivation.

Motivation is what drives us to achieve an objective or meet any of these needs and, according to Maslow's theory, what will lead us to develop personally. As we can see in Figure 1, these needs would be hierarchically divided into five levels, ranging from basic needs to the most complex.

Figure 1. Maslow's Hierarchy of Needs



Source: Own elaboration by Casternao(2023).

Maslow's Pyramid of needs consists, as Casternao(2023) explains on its own web page, of five levels since, according to him, our needs are hierarchical. At the base, we find the basic or physiological needs and at the top, those needs that make us grow personally:

- Level 1, basic or physiological needs. They are those that are oriented to our survival and that are part of the human base, such as breathing, eating and drinking, sleeping, sexual relations... or the need to dress so as not to die of cold, for example.
- Level 2, protection or security needs. The next step would be to cover those needs that make us feel safe in life or that give us some stability and order. For example, having a job or financial resources; health and protection against accidents, injuries or diseases; or for example a home in which to feel safe.
- Level 3, social or affiliation needs. These needs appear when those of the previous level are covered. Once your life has a certain stability, the human being feels the need to relate and establish bonds or links with other people. A need for affiliation is

created. The individual seeks to be accepted in a social group or community, family... and tries to be part of some cultural, sports or leisure activity. Basically, the most relevant needs that seek to be covered are those of love, friendship and affection.

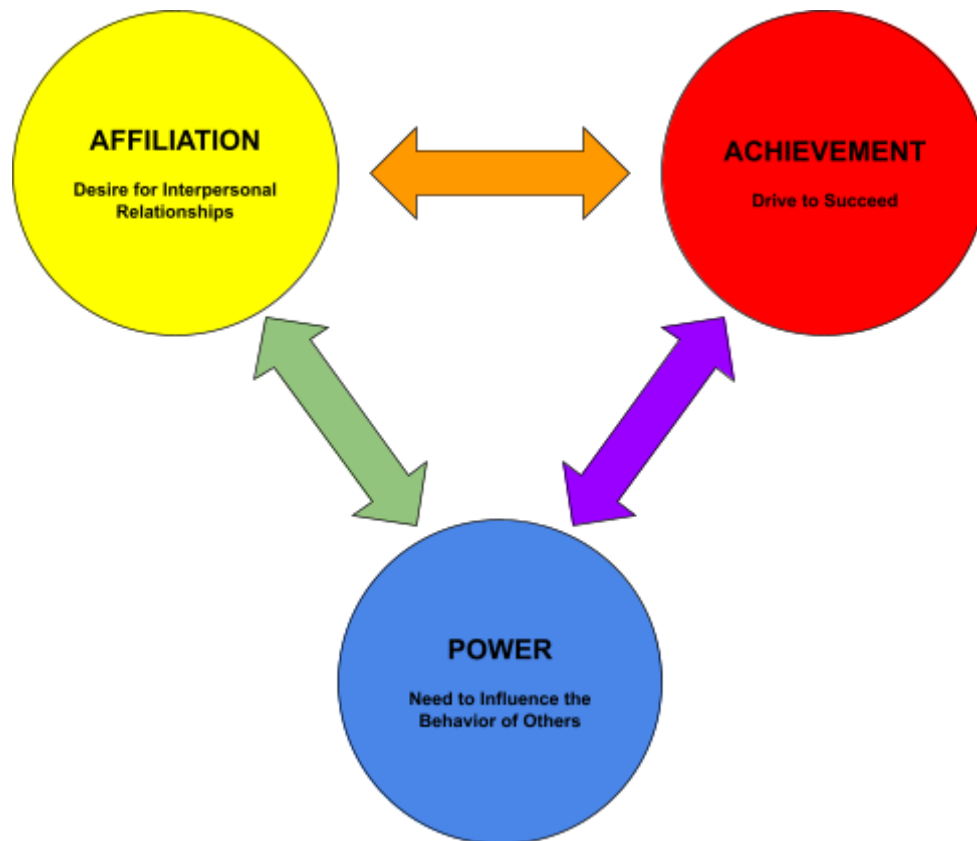
- Level 4, Recognition needs. Once the first three levels are covered, some needs now appear that have to do with esteem and how others and ourselves see us. When these needs are not met, we feel undervalued. These needs are related to the self-concept that we create based on how others and ourselves see us. According to Maslow, we can divide them into two groups:
 - Respect from others towards us: Social status, appreciation, recognition, reputation, dignity...
 - Respect towards oneself. Confidence, achievements, self-understanding, self-knowledge, success...
- Level 5, self-actualization. At the last level, we find the goals that are more complex to achieve and that will mean our maximum personal growth: self-realization needs. Here, human beings, use our talents and abilities to fully develop ourselves, thus making the most of our potential and reaching personal success, which will be the key to finding happiness. It is not possible to reach this point, without having covered the rest of the levels of the pyramid.

2.1.2. David McClelland's Theory of Motivation

Now, David McClelland's theory of motivation is one of the best-known psychological models of human needs, especially in business and organizations. In this article, we will analyze McClelland's theory of three needs and the most significant antecedents for its emergence. As Psicología y Mente(2017) explains on its own webpage,we will mainly focus on detailing his contributions to the three types of motivation: affiliation, achievement and power.

In the early 1960s, David McClelland described his theory of the three needs in his book *The Achieving Society*. In it, he defines three types of motivations shared by all people, regardless of their culture, their sex and any other variable, although these can influence the preponderance of one or the other needs, as we can see in Figure 2.

Figure 2. McClelland's Needs Theory



Source: Own elaboration by Psicología y Mente(2017).

According to this author, motivations must be understood as unconscious processes, in a similar way to psychoanalytic approaches. These 3 essential needs are:

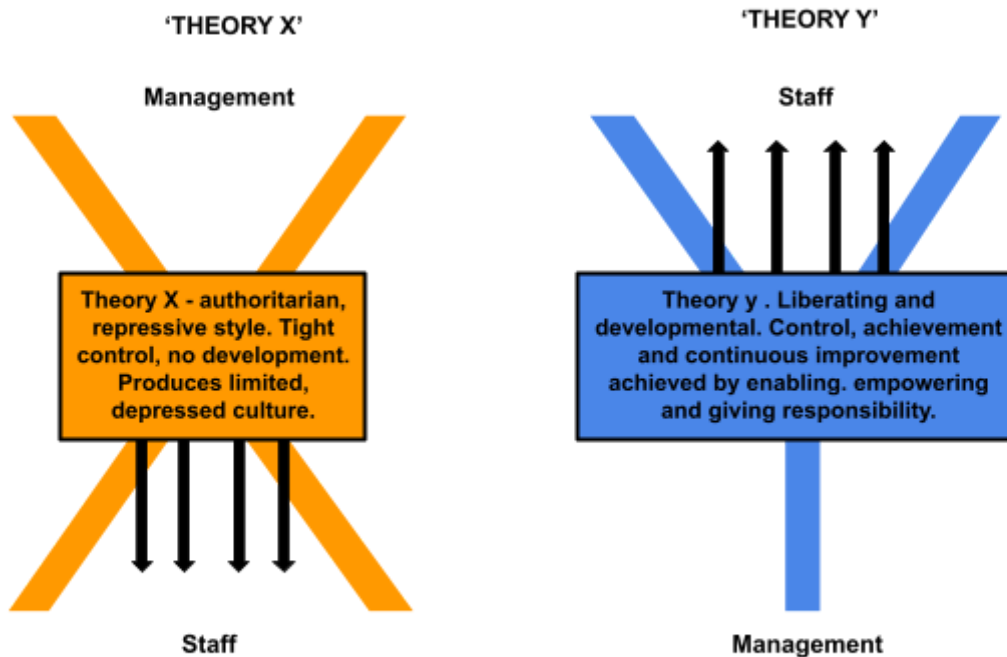
- Need for affiliation. People with high affiliation motivation have strong desires to belong to social groups. They also seek to like others, so they tend to accept the opinions and preferences of others. They prefer collaboration to competition, and are uncomfortable with situations that involve risk and lack of certainty. According to McClelland, these people tend to be better as employees than as leaders because of their greater difficulty giving orders or prioritizing organizational objectives. However, it is worth mentioning that two types of leaders have been described: the task leader, associated with high productivity, and the socio-emotional leader, a specialist in maintaining group motivation. The importance of the need for affiliation had already been previously highlighted by Henry Murray, creator of the thematic apperception test. The same can be said of the need for achievement and power, which served as the basis for McClelland's proposal.

- Need for achievement. Those who score high on the need for achievement feel strong impulses to achieve goals that carry a high level of challenge, and are not opposed to taking risks to achieve it, as long as it is calculated. In general, they prefer to work alone than in the company of other people and they like to receive feedback on the tasks they perform. McClelland and other authors state that the need for achievement is influenced by personal abilities to set goals, by the presence of an internal locus of control (perceived self-responsibility for life events) and by the promotion of independence by parents. parents during childhood.
- Need for power. Unlike the more affiliative people, those in whom the motivation of power predominates enjoy competing with others - to win, of course. Those with a high need for power place a high value on social recognition and seek to control other people and influence their behavior, often for selfish reasons. McClelland distinguishes two types of need for power: that of socialized power and that of personal power. People who are closer to the first type tend to care more for others, while those who are highly motivated by personal power want more to gain power for their benefit. People with a high power motivation who do not simultaneously have a high level of personal responsibility are more likely to carry out externalizing psychopathological behaviors, such as physical aggression and excessive substance use.

2.1.3. Douglas McGregor's Model of Motivation

Now we are going to talk about another important theory. One of the best-known theories related to human behavior in business organizations is known as Theory X and Theory Y, as we can see in Figure 3. Created by the American economist Douglas McGregor, it represents two attitudes that bring together different conceptions and practices about resource management. humans. According to this theory, the conception that team leaders have about people will determine their management style.

Figure 3. McGregor's Model of Motivation



Source: Own elaboration by Divulgación Dinámica(2023).

Thus, compared to Taylorism, which was the approach of the time that considered that workers have an aversion to work and try to avoid it and, therefore, the leader must direct, control and motivate them through money, McGregor proposed an alternative vision. As Divulgación Dinámica(2023) explains on its webpage, according to this author, there are two basic approaches that a person can present towards work: theory X and theory Y. These two theories represent the formulation of two extreme points of view on human behavior at work.

Theory X. According to Theory X, which represents the traditional view on the direction and control of human resources:

- The ordinary human being has an intrinsic reluctance towards work and will avoid it whenever he can.

- Due to the human tendency to shy away from work, most people have to be forced to work by force, directed, controlled and threatened with punishment for them to develop adequate effort to achieve the entity's objectives.
- The average human being prefers to be directed, wants to avoid responsibilities, has few ambitions, and desires security more than anything else.
- The axis of motivation of theory X is the reward-penalty pairing. Leaders have authoritarian behaviors and are responsible for dictating how work is done and the times for meeting objectives.

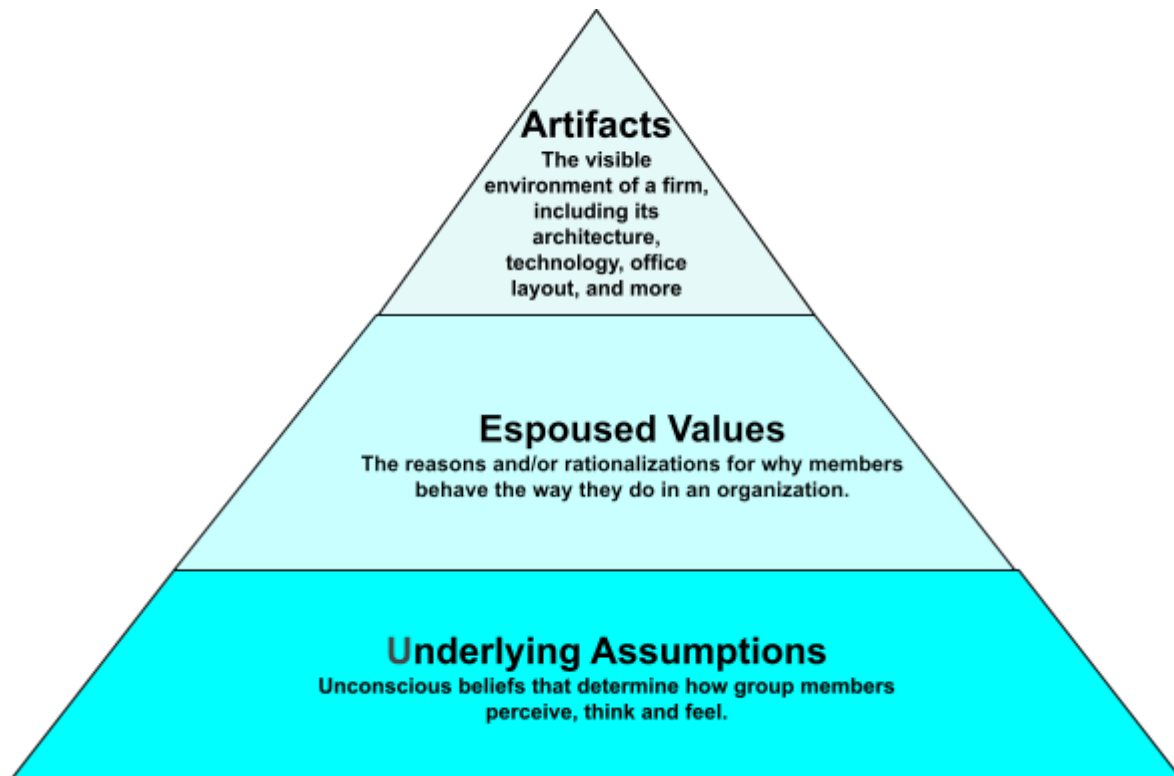
Theory Y. According to theory Y, a proposal that starts from the idea that employees want and also need to work and, therefore, the goals of employees and the company are not in conflict, is based on:

- The development of effort at work (mental or physical) is as natural as rest. The general human being does not dislike work.
- Control and punishment are not the only means to achieve the worker's adherence to the company's objectives and thus, the commitment of workers to the company's objectives is associated with compensation for their achievement: satisfaction of personal needs and personal fulfillment.
- Human beings get used to, under the right circumstances, accepting responsibilities and even seeking new responsibilities.
- The ability to develop imagination, ingenuity, and creative ability to solve organizational problems to a relatively high degree is characteristic of large, not small, sectors of the population.
- Currently, in most companies and workplaces, the intellectual potential of the human being is being used only in part.
- From theory Y it is understood that it is the responsibility and task of management to create the right conditions so that people can exercise all their qualities, meeting their personal needs while contributing to the objectives of the organization, thus satisfying both parties. Leaders promote more participative management and provide ways for employees to feel part of the organization.

2.1.4. Edgar Schein's Organizational Culture Model

Now it is the turn of Edgar Schein's Organizational Change Process Theory. As we can see in Figure 4, this theory is a conceptual framework that seeks to understand how organizations go through transformations and how individuals in them adapt their behavior and attitudes during these processes. Schein, a renowned organizational psychologist, developed this theory in the 1990s. The theory, as MIT Sloan(2023) explains on its webpage, focuses on three levels of change in an organization:

Figure 4. Edgar Schein's Organizational Culture Model



Source: Own elaboration by MIT Sloan(2023).

- Level One: Surface Change (Artifacts): At this level, the most obvious and tangible changes in an organization are observed. These include aspects such as structure, procedures, technology, rituals and visible symbols. Changes at this level are relatively easy to implement and perceive.
- Level Two: Process Change (Shared Values and Standards): This level focuses on the values, beliefs and norms that guide the behavior of the organization's members. Here, the underlying motivations and reasons for individuals' behavior are explored.

Changing these values and norms is more complex than superficial changes and often requires a longer and more sustained effort.

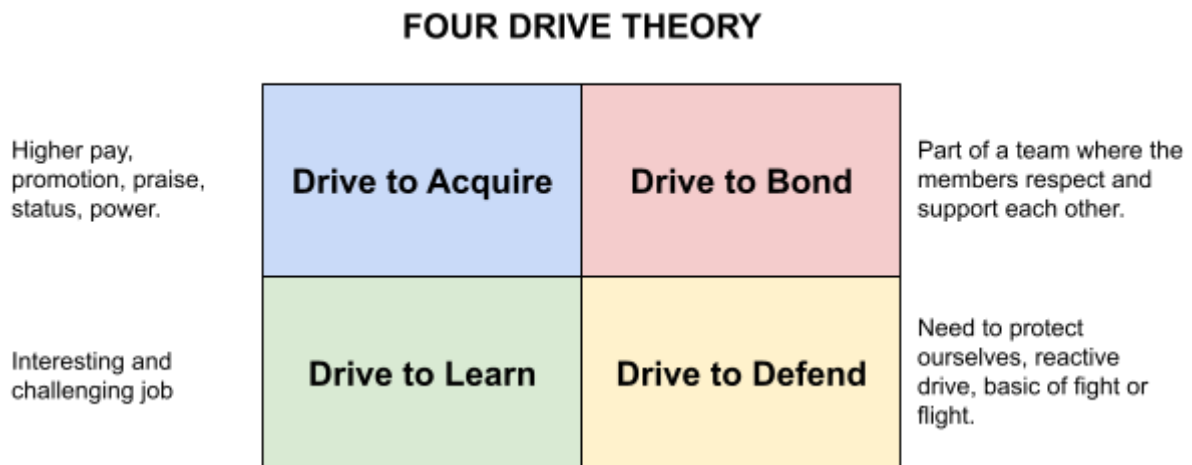
- Level Three: Change in Basic Assumptions (Fundamental Beliefs): This is the deepest and most fundamental level of change. It involves the underlying beliefs and fundamental premises that members of the organization believe to be true. These beliefs are often so deep-rooted that they can be difficult to identify and change. Achieving change at this level may require a long-term cultural transformation process.

Schein argues that to achieve effective change in an organization, it is important to understand and address all three levels. Often, change initiatives fail because they focus primarily on the surface level without addressing the deeper levels of values and beliefs. Furthermore, Schein emphasizes that change is not just a one-time event, but an ongoing process. It requires effective leadership, clear communication, and a deep understanding of organizational culture. This theory is valuable for leaders and human resources professionals seeking to understand and facilitate change in their organizations more effectively and sustainably.

2.1.5. Lawrence & Nohria Four Drive Model Theory

Now it is time to talk about Lawrence and Nohria's Leadership Theory, also known as the Four Frame Model, which, as Blog Reseller Profits(2020) explains on its webpage, was proposed by academics Nitin Nohria and Rakesh Khurana in their book "It's Time to Make Management a True Profession" (2008). This theory suggests that there are four main frameworks or approaches through which leaders can exert influence and make decisions. These frameworks are:

Figure 5. Lawrence & Nohria Four Drive Model Theory



Source: Own elaboration by Blog Reseller Profits(2020).

- The Leader as Director Framework: In this approach, the leader is seen as a strategist and a planner. It focuses on defining clear goals, establishing strategies, and allocating resources to achieve the organization's objectives. The leader as a director is visionary and focuses on long-term planning.
- The Leader as Caregiver Framework: This approach focuses on relationships and employee well-being. The leader as a caregiver cares about the personal and professional development of team members, fostering an environment of support and trust. This leader tends to be empathetic and compassionate.
- The Leader as Facilitator Framework: In this approach, the leader acts as a facilitator of teamwork and collaboration. He focuses on removing obstacles and providing resources so team members can do their jobs effectively. The leader as facilitator promotes communication and cooperation.
- The Leader as Enforcer Framework: This approach focuses on compliance with norms and standards. The leader as enforcer ensures that the organization's procedures and policies are followed and that quality and performance standards are met. This leader is responsible for setting boundaries and maintaining discipline.

According to this theory, each leader can adopt one or more of these frameworks, depending on the situation and the needs of the organization. There is no single approach that is appropriate in all circumstances, and an effective leader must be able to alternate between these frameworks as the situation requires.

Importantly, this theory provides a conceptual framework for understanding different leadership styles and does not prescribe one approach as superior to the others. Leadership effectiveness depends on the situation and the leader's ability to adapt to the changing needs of the organization and his or her team.

2.1.6. Daniel Pink's Motivation Theory 3.0

Daniel Pink's theory of motivation, known as Motivation Theory 3.0, is based, as MindTools(n.d.) explains on its webpage, on the idea that intrinsic (internal) motivations are critical to driving creativity and performance at work. It was featured in his book "Drive: The Surprising Truth About What Motivates Us" (2010). Pink argues that three main components drive people's intrinsic motivation:

- **Autonomy:** The need to have control over our own work and make decisions about how to carry out tasks. People feel more motivated when they have the freedom to choose and make decisions about their work.
- **Mastery:** The need to progress, learn and improve in what we do. People find satisfaction and motivation by facing challenges that allow them to grow and develop new skills.
- **Purpose:** The need to feel that what we do has a purpose and contributes to a larger goal. People find motivation when they can see the meaning and positive impact of their work on the world.

This theory contrasts with earlier motivation theories, which often focused on external incentives such as money and rewards. Pink argues that while these factors may work on rote, repetitive tasks, they are less effective for activities that require creativity, complex thinking, and problem-solving.

In summary, Daniel Pink's Motivation Theory 3.0 highlights the importance of cultivating and nurturing the intrinsic motivations of individuals in the work environment. By providing autonomy, growth opportunities, and a sense of purpose, organizations can foster their employees' motivation and engagement, which in turn leads to improved performance and productivity.

2.1.7. Frederick Herzberg Two-Factor Theory

Two-Factor Theory, also known as Herzberg's Theory, was developed by psychologist Frederick Herzberg in the 1950s. This theory, as Nickerson, C. (2023) explains on the Simply web page, focuses on understanding the factors that influence job satisfaction and dissatisfaction. Herzberg proposed that there are two distinct sets of factors that independently affect job satisfaction:

- Hygienic or Maintenance Factors (External Factors): These factors are related to the work environment and the conditions in which the work is performed. They include elements such as salary, the physical conditions of the work environment, company policies, relationships with colleagues and supervisors, and job benefits. When these factors are deficient or unsatisfactory, they can cause dissatisfaction among employees. However, improving them will not necessarily increase satisfaction, but will simply prevent dissatisfaction.
- Motivational Factors (Internal Factors): These factors are related to the nature of the work itself and how it is perceived by the employee. They include achievement, recognition, work itself, responsibility, and personal advancement. When these factors are present and satisfactory, they can motivate and generate satisfaction in employees.

Herzberg argues that the absence of dissatisfaction does not necessarily imply the presence of satisfaction, and vice versa. In other words, improving hygiene factors can eliminate dissatisfaction, but to increase satisfaction and motivation, it is essential to focus on motivational factors.

This theory had a great impact on human resource management and the way jobs are designed and rewards and recognition are managed in organizations. Herzberg argued that to motivate employees effectively, it was crucial to provide them with opportunities to experience achievement, recognition, and development at work.

It is important to note that Herzberg's Theory has been the subject of criticism and debate in the field of psychology and management, and some researchers have proposed more integrative models. However, its influence on human resource management remains significant.

3. ADVANTAGES AND DISADVANTAGES OF EMOTIONAL SALARY

The emotional salary does not only consist of giving motivational talks, it implies an investment of time, effort and resources for companies, so when a company applies a technique to implement emotional salary in its company, it has to take it very seriously and give it the necessary attention so that employees know how to appreciate it, value it properly and know how to give it the importance it deserves.

3.1. Advantages of Emotional Salary

Carrying out remuneration practices in your company as an emotional salary implies a series of advantages and disadvantages for the company. After analyzing various emotional salary practices, I concluded that the main advantages of these can be:

- Increased satisfaction at work. Job satisfaction on the part of employees is essential for organizations. Satisfaction, as Waterlogic (2017) said on its own webpage, can stimulate positive energy, creativity, and increased motivation to win. Satisfaction and happiness at work have multiple benefits. Combined they improve the mood, increase the opportunities for group work, for the exchange of knowledge and encourage open communication. There is no doubt that the work environment plays a large role in determining the level of satisfaction of any employee. However, it is the responsibility of both the employee and the employer to promote happiness in the workplace. A satisfied worker has a more optimistic attitude and works better, which creates a positive and productive work environment.
- Increased motivation at work. Work motivation is a crucial issue in the business world, since it can significantly influence the productivity, performance and satisfaction of workers. As Garcia, E. (2023) said on the SindicatoAsit website, by creating a positive and motivating work environment, companies can increase employee retention, decrease job turnover, and improve the quality of work. In addition, work motivation can also have a positive impact on the mental and physical health of employees, which in turn can improve productivity and performance.
- Increased commitment by reducing the turnover rate. In normal contexts low turnover means great stability. As Los Recursos Humanos (2016) explains on its webpage, it is possible to develop career plans that are fulfilled, the internal climate is favorable

and often it is part of a very good management of human resources. Companies with low turnover tend to retain employees, and those who are dissatisfied or underperform leave.

- Reduction of stress levels. The prevention of stress brings economic benefits, since it supposes a productivity improvement. Work stress entails costs, such as sick leave or possible accidents. In addition, establishing stress management systems improves the company climate.
- Reduction of work absenteeism. Those companies that are committed, as Pymes y Autónomos (2017) explains on its own webpage, among other issues, to rationalizing working hours and flexible hours practices not only facilitate the reconciliation of work and personal life, but also reduce absenteeism rates, since they allow the employee to attend to their health in a comfortable way to the extent necessary, without affecting your productivity at work. By having healthier and happier employees they are also more capable and motivated to go to work each day. Something that results in greater productivity and a better spirit for workers individually and collectively. These employee welfare strategies represent an investment whose effects are positive since they contribute to the profitability of a company.
- Improvement of internal communication. The organizational climate improves, as Plataforma de Comunicación (2020) said on its own webpage, the company's professionals develop interpersonal relationships and the collaborative spirit grows. It also increases productivity since if a worker feels identified with the philosophy of the company, he is more involved with it, has more motivation to achieve the objectives set and performs better. In addition, turnover decreases because an employee who is stimulated, recognized and in a good working environment is very likely not to want to change companies, consequently, it also facilitates the integration and adaptation of new workers. Finally, it reduces the effects of a crisis because if workers feel valued, in a crisis they will grow harder to minimize the effects of a bad spell.
- Improvement of relationships between teams. Enjoying good relations between bosses and employees is crucial in any company. When this happens, as Us Spain (2022) explains, employee engagement, productivity, motivation, and morale are at their highest levels. And this is what any company wants for its proper functioning. An employee who does not feel anxiety every morning when it is time to go to work, caused by a bad relationship with his boss, is an employee who enjoys a better work

experience and is more productive. Happy employees work harder, produce better work, and have better relationships with customers.

- Decrease in personnel selection costs. According to a study carried out by Krowdy (2019), the approximate cost of recruiting a person for a job position is three times the salary. If the salary is one thousand dollars, selecting a candidate will cost three thousand. From posting vacancies to conducting interviews, more and more disbursements are necessary. This is the reason why reducing costs in personnel selection, without harming the search for optimal candidates, is so important in the company, and with good emotional salary techniques, the company's costs can be reduced.

- Improvement of the work environment. Workers increase interest in business objectives and are motivated to participate proactively in work activities for it. These benefits together, as Therapify (2023) explains on its web page, contribute to the fulfillment of the business objectives of the company, and improve customer service, production and process effectiveness, which means that the company will have better conditions to compete in the market. All this causes workers to increase creativity, the company reduces absenteeism and increases productivity, better interpersonal relationships are promoted in the work environment, workers have a better physical and mental state, and with more spirit to work, it increases job satisfaction thanks to the recognition of each worker's effort, work teams feel more secure and are motivated to participate in the company's decisions and actions, and better communication and relationships are generated between workers, which contributes to better job performance.

- Increase in the value of the company. A company's values play a decisive role in giving a team a clear purpose. A well-built, solid and shared organizational culture, as Laura (2022) explains on the WorkMeter webpage, helps all levels and areas of the company work in the same direction. By associating each activity with its intrinsic value, its importance is evidenced and the motivation of employees increases, thus devoting adequate attention to its timely execution. The set of values of a company is also an element that can make a difference in the personnel selection phase, since currently, professionals prefer to go to organizations that have a clear culture, vision, mission and values. The advantages of increasing the value of the company are being able to acquire the best talent, increasing employee participation and

well-being, achieving employee and customer retention, improving the corporate image and sustainable growth of the company.

- Attraction of the most qualified profiles. Recruiting the best talent and attracting the best employees, as Krowdy (2023) explains on its own website, is an essential means of securing the future of the company. However, today's job market has never been more competitive. To make sure that the organization stands out from the competition, it is necessary to develop an emotional salary strategy that shows the business in the most attractive light. By creating effective candidate personas, maximizing brand awareness, and utilizing an employee referral program, employers can better connect with top talent.

3.2. Disadvantages of Emotional Salary

Emotional salary, while it can have significant benefits, also has some potential downsides that are important to consider. Here are some of the disadvantages of emotional salary I found in the Leal, J. (n.d.) review in the LinkedIn web page and in the Perez, M. (2023) review in SMOWL Tech web page:

- Subjectivity and Difficulty of Measurement: Emotional pay is based on employees' perceptions and emotions, making it subjective and difficult to measure accurately. This can lead to challenges in evaluating their effectiveness and making informed decisions about which emotional pay initiatives to implement.
- Difficulty in Satisfying Everyone: What motivates and satisfies an employee can vary widely from one person to another. What works for one individual may not work for another. This means that organizations may struggle to design emotional pay programs that meet the needs and expectations of all employees.
- Elevated Expectations: If an organization implements a successful emotional pay program, employees can develop high expectations and expect them to be maintained or even improved over time. This can put pressure on the company to maintain or increase emotional benefits, which may not be sustainable in the long term.

- Possible Perceived Inequality: If not implemented correctly, emotional pay can lead to perceptions of inequality among employees. For example, if some people receive development opportunities or emotional benefits and others do not, it could lead to resentment and lower team morale.
- Possible Emotional Dependency: If an organization relies too heavily on emotional pay as a form of compensation, it can create an unhealthy emotional dependency. Employees may begin to value emotional benefits more than financial compensation, which can lead to problems if these benefits are reduced or eliminated in the future.
- Inconsistency over Time: The availability and effectiveness of emotional pay initiatives can fluctuate over time. This may be due to changes in company management, fluctuations in financial performance or other factors. Inconsistency in the offering of emotional benefits can generate insecurity and confusion among employees.
- Financial Cost: Depending on the nature of emotional pay initiatives, they can represent a significant financial cost to the company. This is especially relevant if you are offering benefits such as additional time off, team-building activities or wellness programs that require a significant investment.

In summary, while emotional pay can be a powerful tool for attracting, retaining and motivating employees, it also presents potential challenges that must be carefully managed to ensure it is implemented effectively and sustainably.

3.3. Dark Side of the Emotional Salary

Emotional salary is a concept that refers to the non-monetary compensation that employees receive in exchange for their work, and is related to aspects such as the work environment, recognition, professional development, flexibility, among others. Although, in theory, emotional pay seeks to improve worker satisfaction and commitment, like any management tool, it can have a dark side in its implementation. Some of the criticisms and negative aspects associated with emotional salary are:

- Substituting fair wages: One of the main criticisms is that some companies may use emotional wages as a way to compensate for the lack of an adequate monetary

wage. This can lead to a situation where employees are expected to accept lower pay conditions in exchange for intangible benefits.

- Lack of transparency and objectivity: The assessment and administration of emotional salary can be subjective and dependent on the perception of managers or the human resources team. This can lead to inconsistencies and situations where some employees receive more emotional benefits than others, which can lead to resentments and inequalities in the workplace.
- Emotional Manipulation: If not handled ethically, emotional pay can be used to manipulate employees. For example, a company might provide certain temporary emotional benefits to keep employees motivated in times of crisis, but then withdraw them once the situation improves.
- Lack of real valuation: In some cases, emotional salary can be perceived as a form of insufficient compensation, especially if it does not translate into tangible improvements in the quality of life or professional development of employees.
- Difficulty measuring impact: Unlike monetary salaries, which are quantifiable and comparable, measuring the impact of emotional salaries can be difficult. This can make it difficult to evaluate its effectiveness and make informed decisions about how to implement it.
- Possible emotional burnout: If emotional pay becomes the only source of gratification or recognition for employees, it could lead to an unhealthy dependence on the company to meet their emotional needs. This can be problematic in terms of long-term emotional well-being.

In short, if not handled properly, emotional pay can become a tool that companies use to avoid addressing fair and equitable compensation issues. It is important that companies are transparent, fair and ethical in the way they implement and manage emotional pay to ensure that it truly benefits employees and does not become an excuse for not paying fair wages.

4. HOW TO MEASURE AND EVALUATE THE EMOTIONAL SALARY

Measuring and evaluating emotional pay can be challenging due to its subjective and personal nature. However, as Andrés, Á(2023) explains on the Bizneo webpage and as it is explained in the Emotional Salary Barometer(2022) webpage, there are some strategies and methods that can provide a useful evaluation. Here are some ways to measure and evaluate emotional salary:

- Job Satisfaction and Commitment Surveys: Use anonymous surveys that include questions about employees' perceptions of emotional aspects such as recognition, work environment, development opportunities... We can also ask specific questions like "Do you feel valued by the company?" or "How satisfied are you with the work environment?" can provide insights into emotional pay.
- Interviews and Focus Groups: Conduct individual interviews or focus groups to gain a deeper understanding of employees' perceptions and feelings about emotional pay in the company.
- Retention and Rotation Indicators: Analyzing employee retention rates and the frequency with which employees decide to leave the company can offer insight into the effectiveness of emotional pay.
- Recognition and Awards: Evaluate the frequency and effectiveness of recognition and rewards programs to determine their impact on employee morale and engagement.
- Feedback and Performance Evaluation: Incorporate questions related to emotional salary in performance evaluation processes, allowing employees to express their needs and perceptions.
- Participation in Wellness and Personal Development Activities: Measuring employee engagement and interest in wellness activities, personal development, and professional growth can indicate their appreciation of these initiatives.
- Monitoring Emotional Salary Initiatives: Evaluate the success and effectiveness of emotional pay initiatives through specific metrics. For example, if work flexibility is offered, the impact on satisfaction and productivity could be measured.

- Observation of the Work Climate and Organizational Culture: Observing the work environment, the interaction between team members, and the adoption of company values and culture can indicate the effectiveness of emotional pay.
- Direct Employee Feedback: Foster a culture of open and direct feedback, where employees feel comfortable sharing their perceptions and suggestions about emotional pay.
- Comparison with Benchmarking: Comparing the results and metrics related to emotional pay with those of similar companies in the industry can provide a comparative perspective.

It is important to remember that measuring and evaluating emotional pay should be an ongoing and adaptive process, as employee needs and perceptions can change over time. Regular feedback and adaptation of strategies are key to optimizing the impact of emotional pay on the company.

5. METHODOLOGY

The purpose of this research is to analyze the impact of emotional salary on the well-being and performance of employees, as well as on the effectiveness and general functioning of companies. In addition, we seek to identify possible variations in these effects according to business sectors, age ranges, company size and gender. A comparative analysis will be carried out between cases of large international companies with emphasis on emotional salary and local small and medium-sized companies (SMEs).

First of all I will conduct a comprehensive review of the news and materials available online on emotional pay practices in selected large companies. I will identify and collect key indicators related to emotional pay, such as employee retention rates, job satisfaction levels, productivity, and any other quantifiable data available from the selected sources.

I will then identify large international companies with successful cases of emotional pay implementation through trusted sources such as business reports, case studies and renowned news. On the other hand, I will contact companies with which I have direct contact because they are clients of the firm where I work and with employees for online interviews, focusing on their personal experience with emotional salary and how it has affected their

performance and well-being in the company. I will select a representative sample of small and medium-sized companies (SMEs) in the area to conduct interviews with managers or human resources representatives. With this I want to obtain information about the perception and application of emotional salary in smaller scale companies.

Next, I will design specific questionnaires for the employees of the SMEs interviewed, focusing on aspects such as job satisfaction, motivation, sense of belonging, emotional well-being and perception of emotional salary in their workplace.

Later I will compare the indicators and results obtained from large international companies with the data collected from local SMEs. Significant patterns, similarities and differences in the impact of emotional pay will be sought. To do this, I will first do a qualitative data analysis where I will try to code and analyze the interview transcripts to identify patterns, themes and trends related to emotional salary in each company, and another quantitative data analysis, where I will try to analyze statistics of survey responses using appropriate tools. I will compare scores between different demographic groups and company sizes. I will perform a quantitative analysis of the data collected through questionnaires and surveys, using relevant statistical techniques to identify possible patterns and correlations. I will compare the cases of large international companies with data collected from local SMEs to determine similarities and differences in the implementation and effectiveness of emotional salary.

I will evaluate the differences in the perception and effects of emotional salary between the different business sectors included in the study. I will compare the effects of emotional pay in companies of different sizes to determine if there are significant differences. I will also evaluate whether there are differences in the perception and effects of emotional salary between employees of different genders.

Subsequently, I will synthesize the research findings and establish conclusions about the impact of emotional salary on employees and companies, both internationally and locally, to finally make a detailed conclusion on the results obtained and on my personal opinion on this topic.

6. EXAMPLES OF EMOTIONAL SALARY

After informing myself and researching on different websites such as the article by Almeda, C. (2017) in Talent Clue, the article on the Cobee website (2023) or the article by Nouel (n.d.) on the LinkedIn website about the different types of emotional salary, comparing them between them and analyzing them, I have concluded that the best emotional salary practices that a company can implement in its workplace are the following:

- Flexible hours: Allowing employees to work from home or adjust their work schedules can improve their quality of life and work-life balance. One of the aspects that the workers of a company value the most is flexible hours and a good atmosphere at work. Reconciliation is a challenge today, which is why with a schedule that allows you to combine family and private life with employment, better candidates for your company are attracted and retained.
- Health benefits: Offering wellness programs, health insurance, and other health benefits can improve the physical and emotional well-being of employees.
- Career Development Opportunities: Offering training, mentoring, and career growth opportunities can increase job satisfaction and employee loyalty. That a company offers opportunities to grow as a professional is also an example of emotional retribution. In addition, it is an investment in the future. A company that trains its employees is betting on a job well done and the personal and professional growth of its staff, as it is a perfect opportunity to retain your employees and increase their productivity.
- Recognition and Appreciation: Recognizing good work and exceptional performance of employees is an effective way to improve their self-esteem and motivation.
- Celebrations and special events: Holding team events or special celebrations for employees, such as Christmas parties or company anniversaries, can create a more positive work environment and a sense of community among workers. A rested and happy employee is a productive employee, and if the day is more intensive and you don't have such a long break at lunchtime, you can include activities for employees, such as a break room or games room. It is perfect to offer activities for workers that will make them disconnect for a while and come back with charged batteries, including team-building activities.

- Comfortable and pleasant work environment: Providing a pleasant work environment, with adequate lighting, a comfortable temperature and rest spaces can improve the emotional well-being of employees and increase their productivity.
- Bringing dogs or pets to the office: It can be considered as part of the emotional salary if it is a policy that is valued by employees and if it contributes to improving their emotional well-being and job satisfaction. Many companies already allow their employees to bring their pets to the office. For animal lovers, spending time with your friend is super valuable. Not only because they don't leave him home alone and stop worrying about how he's doing, but because he brings joy to the office in large quantities.
- Nursery and maternity or paternity leave. Combining work with caring for children is not easy, especially at first. However, some companies have decided to get involved and help their employees as much as possible by setting up daycare centers in the company itself or managing the so-called "daycare ticket", which can be exchanged in some centers for children and thus leaving them in the care of a professional while their parents they go to work.
- Food and snacks. Bearing in mind that one of the main day-to-day expenses for a person is food, if you include a free dining room in the contract, you are greatly reducing the monthly expense. Some companies offer a free dining room so that by staying in the office they do not have to give up the quality of a good meal.
- Days off and birthdays. Being able to enjoy rest days is also a way of building loyalty and attracting talent. It helps the employee to be fresh to arrive again with charged batteries. On the other hand, we see more and more companies that include an extra day of vacation for the birthday of their employees to be able to choose an extra day off for your birthday and enjoy it with your family and friends.
- Gym, yoga or other physical activities. What better than offering your employees a discount to go to the gym or include it as a free benefit? Doing physical exercise helps both body and mind. In fact, physical inactivity together with bad eating habits are enemies that directly impact the happiness and productivity of your workforce. Include a gym subscription so that your employees feel more relieved and can get rid of daily stress.

6.1. Examples of Emotional Salary in Well-Known Companies

After researching the best examples of emotional salary and studying the most successful companies of this type of practice, we are going to talk a little about the emotional salary practices that have led to success in companies such as Google, Patagonia, Microsoft, Airbnb, Ikea and Facebook.

6.1.1. Google Emotional Salary

Google is known for being one of the leading companies in the world in terms of company culture and employee benefits. Its focus on the well-being and development of its employees has led to the implementation of a number of emotional salary initiatives.

Furthermore, as Oteo, C. (2022) explains on the Randstad webpage, the business offers time for Personal Projects. Google allows its employees to dedicate a significant percentage of their work time, known as "20% Time", to working on personal projects that they are passionate about. This encourages creativity and the development of new ideas and solutions. It also offers innovative workspaces. Google offices are designed to create an inspiring and collaborative work environment. They offer break areas, breakout rooms, and open spaces that promote interaction among employees.

In addition, Google offers free meals and snacks to its employees in its offices. This not only saves employees time, but also creates a social and relaxed atmosphere. Google provides its employees with flexibility in terms of schedules and remote work options, allowing them to adapt their work schedule to their personal and family needs. The company also offers access to gyms, fitness classes and activities related to physical and mental well-being. It also provides support for mental health care through counseling programs and resources.

The company offers a wide range of training and career development programs, as well as opportunities to advance and take on more responsible roles. It also promotes a culture of innovation and collaboration through events, hackathons and activities that encourage creativity and teamwork. The company has recognition programs that allow employees to nominate their colleagues for special awards and recognition.

It also offers financial support and resources to employees facing personal difficulties or emergencies. In addition, employees have the opportunity to participate in decision-making and defining company policies through meetings and committees.

These are just some of the emotional salary practices that Google offers its employees. These initiatives reflect the company's commitment to the well-being and comprehensive development of its employees, which contributes to a positive and productive work culture.

6.1.2. Patagonia Emotional Salary

Patagonia is known for its commitment to sustainability, work ethic, and the well-being of its employees. As Patagonia(n.d.) explains on its own webpage, these emotional pay practices reflect Patagonia's commitment to social responsibility and creating a work environment that promotes employee well-being and environmental sustainability. These initiatives not only benefit employees, but also contribute to the success and positive reputation of the company.

The company offers "Relax Days" and other paid days off so employees can enjoy outdoor activities and connect with nature. Patagonia also provides a monthly childcare allowance for employees, helping them balance their work and family lives.

Patagonia employees can take up to two months of paid time to work with nonprofit organizations of their choice. The company also offers access to wellness programs that include yoga classes, meditation and physical activities, as well as mental health support programs. Employees can apply for funds to finance environmental awareness trips that allow them to learn more about conservation and sustainability.

It also offers incentives and rebates to employees who choose to use sustainable forms of transportation, such as bicycles or public transportation, to get to work. The company encourages employees to participate in decision-making through meetings and committees that address key issues for the company. In addition, the company culture is focused on sustainability and reducing environmental impact. Employees feel part of a larger mission. Patagonia strives to maintain a positive, inclusive and collaborative work environment, where employees feel valued and supported.

6.1.3. Microsoft Emotional Salary

Microsoft is a global company recognized for its focus on employee well-being and inclusive work culture. As Microsoft(n.d.) explains on its webpage, these initiatives reflect the company's commitment to the well-being and comprehensive development of its employees, which contributes to a positive and productive work culture.

The company provides its employees the flexibility to choose when and where they work. This allows them to adapt their schedule to their personal and family needs. The company offers a wide range of training and professional development programs, as well as opportunities to advance and take on more responsible roles.

Microsoft strives to create an inclusive and diverse work environment, where employees feel valued and respected regardless of their background, gender, or orientation. The company provides access to gyms, fitness classes and activities related to physical and mental well-being. It also offers counseling programs and mental health resources. Microsoft offers a wide range of health benefit options, including medical and dental insurance, as well as long-term health care options.

The company has recognition programs that allow employees to nominate their colleagues for special awards and recognition. Microsoft encourages its employees to participate in volunteer activities and provides them with paid time to do so. The company offers financial support and resources to employees who are experiencing personal difficulties or emergencies.

In addition, employees have the opportunity to participate in decision-making and defining company policies through meetings and committees. Microsoft strives to maintain a positive, inclusive, and collaborative work environment where employees feel valued and supported.

6.1.4. Airbnb Emotional Salary

Airbnb is known for being an online platform that facilitates the short-term rental of accommodation between individuals. As Airbnb(n.d.) explains on its webpage, the platform allows people to offer their properties, such as apartments, houses, rooms or even unique spaces such as cabins or castles, to be rented by travelers looking for temporary

accommodation. Below I am going to explain some of the emotional salary practices that Airbnb offers its employees.

Also, Airbnb employees receive annual travel credits that allow them to stay in Airbnb listings around the world. This encourages exploration and enjoyment of new experiences. Airbnb provides access to resources and programs for the emotional well-being and mental health of its employees, including counseling and support in difficult personal situations.

Airbnb strives to maintain an inclusive, diverse and collaborative work environment, where employees feel valued and supported. The company, as Valdovinos, G. (n.d.) explains on the LinkedIn webpage, offers outdoor reimbursement, encouraging employees to connect with nature and maintain an active lifestyle. Airbnb provides financial support for employees facing difficult personal situations, such as unexpected medical expenses or financial difficulties.

The company offers training and professional development programs, as well as opportunities to advance and take on more responsible roles. Airbnb gives its employees the flexibility to choose when and where they work, allowing them to adapt their schedules to their personal and family needs.

In addition, employees have the opportunity to participate in decision-making and defining company policies through meetings and committees. The company offers access to gyms, fitness classes and activities related to physical and mental well-being. Airbnb offers incentives and rebates to employees who choose to use sustainable forms of transportation, such as bicycles or public transportation, to get to work.

6.1.5. Ikea Emotional Salary

Ikea is known for providing a number of benefits and emotional pay practices for its employees. As Ikea(n.d.) explains on its own webpage, the labor policies and practices of this company can indeed vary over time and from one location to another, so I have focused on the emotional salary practices that the company offers in Sweden, where it was created, and in the Netherlands, where it is headquartered

The company fosters a positive and collaborative work environment. Employees often highlight the company's culture as one of the most appreciated aspects. Ikea offers

training and development programs for its employees. This can include internal learning opportunities, training in specific skills and leadership development programs. The company values work-life balance and provides flexible scheduling options to accommodate employee needs.

Ikea, as Conesa, A. (2019) explains on the Humanizando Tu Empresa web page, typically offers a comprehensive package of health benefits, which may include health insurance, wellness programs, and access to health and wellness facilities. Ikea employees often receive special discounts on the store's products and services, which can be an attractive benefit, especially for those who have an interest in the brand's products. Ikea tends to have recognition and engagement programs that celebrate employee achievements and contributions.

It also provides opportunities for professional growth and development, which may include training, mentoring, and access to skills development resources. Ikea tends to have a strong orientation towards sustainability and corporate social responsibility. This can be a point of pride for employees who share those values. Ikea strives to create an inclusive and diverse work environment, where employees feel valued and respected regardless of their origin, gender or orientation.

6.1.6. Facebook Emotional Salary

Facebook is known for being one of the largest and most popular social networks in the world in addition to offering a series of emotional salary practices for its employees.

The company, as Venegas, E.(2017) explains on Revista Merca 2.0 webpage, fosters a positive and collaborative work environment. Employees often highlight the company's culture as one of the most appreciated aspects. Facebook offers a wide range of training and professional development programs, as well as opportunities to advance and take on more responsible roles.

Additionally, the company provides its employees the flexibility to choose when and where they work. This allows them to adapt their schedule to their personal and family needs. Facebook typically offers a comprehensive package of health benefits, which can include health insurance, wellness programs, and access to health and wellness facilities. Facebook values work-life balance and offers flexible scheduling and paid time off options. It

also has recognition programs that allow employees to nominate their colleagues for special awards and recognition.

Employees, as Priego, L.(2020) explains on Business Insider España webpage, have the opportunity to participate in decision-making and define company policies through meetings and committees. Facebook provides opportunities for professional growth and development, which may include training, mentoring, and access to skill-building resources.

The company offers access to resources and programs for the emotional well-being and mental health of its employees, including advice and support in difficult personal situations. Facebook often offers additional benefits such as discounts on gyms, legal advice programs and reimbursement of education expenses...

6.1.7. Twitter Emotional Salary

Twitter is an online social media platform that allows users to send and read short messages called "tweets" but also implement a number of emotional pay practices for its employees.

As Bobillo, A.(2020) explains on Business insider España webpage, it has been one of the leading companies in promoting remote work. Even before the pandemic, the company offered many of its employees the option to work from home, providing greater flexibility in balancing work and personal life. The company places significant emphasis on the well-being and mental health of its employees. They offer programs and resources to promote mental health and balance at work. This may include access to therapy sessions, wellness apps, and fitness programs.

Twitter encourages the growth and development of its employees through training and development programs. This can include access to courses, workshops and conferences, as well as opportunities to learn new skills and advance their careers. The company strives to create an inclusive and diverse environment. This translates into practices such as promoting gender equality, equal opportunities and celebrating diversity in all its forms.

The company, as Jahber(2023) explains in Trabajar Por el Mundo webpage, organizes events and social activities to foster cohesion among employees. This may

include company parties, sports activities, team talks, and other initiatives that encourage camaraderie and collaboration. Twitter offers a number of additional benefits for its employees, such as health and dental insurance, retirement plans, bonuses, and competitive compensation.

It also gives your employees the opportunity to spend time on volunteer activities, which can be a source of satisfaction in being able to contribute to the community. Twitter has demonstrated a commitment to sustainability and environmental responsibility. This can include practices such as reducing waste and encouraging more sustainable forms of transport.

6.1.8. Adobe Emotional Salary

Adobe is a multinational software company known for its products and services related to graphic design, image editing, and multimedia content creation but is also known for implementing a number of emotional pay practices for its employees.

As Adobe(n.d.) explains on its own webpage, it is committed to creating an inclusive and diverse work environment. This translates into practices such as promoting equal opportunities and celebrating diversity in all its forms. The company encourages the growth and development of its employees through training and development programs. This may include access to courses, workshops, conferences and mentoring programs.

Adobe offers flexibility in work schedules and remote work options. This allows employees to manage their work and personal responsibilities more effectively. The company promotes the well-being and mental health of its employees. They can offer resources such as counseling, wellness apps, exercise programs, and activities related to health and wellness.

He also values recognizing his employees' achievements. They can provide awards, public recognition, and recognition programs to highlight good work. The company offers a number of additional benefits, such as health and dental insurance, retirement plans, bonuses, and competitive compensation.

Adobe demonstrates a commitment to sustainability and environmental responsibility. They can carry out initiatives such as waste reduction, recycling programs and promoting

sustainable forms of transport. Adobe may offer its employees the opportunity to spend time volunteering or participating in corporate social responsibility initiatives.

6.2. Examples of Emotional Salary in SMEs Companies

Although small and medium-sized businesses (SMEs) may have limited resources compared to large corporations, they can still implement effective emotional pay practices. Here I present some examples of SMEs in which I have interviewed the manager and some workers, taking advantage of the contact I have with them since they are all clients of the agency where I currently work:

- Bar Cafeteria Hermanos Escalera is a small bar-restaurant in Benicarló where I briefly interviewed Carla Soukup, the manager, and two of her workers, Verónica and Rafael. With them, I concluded that the emotional salary practices they offer are:
 - Offer flexible schedules to accommodate your employees' personal needs.
 - Celebrate individual birthdays and achievements with small celebrations or public recognition.
- Rotulaciones Artísticas Benicarló is a small image design agency in Benicarló where I interviewed the manager, Josep Manent, and one of his employees, Jordi, with whom I concluded that they carry out some emotional salary practices:
 - They create a creative and collaborative work environment, where employees feel valued and can contribute innovative ideas.
 - They provide opportunities for employees to present their own projects or participate in creative decisions.
- Ferguard 2021 is an artisan product and hunting clothing store in Canet lo Roig, in which I interviewed the manager, Lilibiana Franco and her two workers, Mariana and Pablo, and I realized that they carry out certain emotional wage practices such as:
 - Encourage participation in local markets and events, where employees can display and sell their own creations.

- Offer workshops or classes related to crafts as a form of personal and professional development.
- I also interviewed Mari Carmen Sanchez who has a yoga and wellness studio in Vinaroz, and Salvador, one of her employees, and they told me that the emotional salary practices they carry out are:
- Provide free access to yoga classes and related activities for employees.
 - Promote a calm and relaxing environment in the workplace, with meditation spaces or rest areas.
- Gesfince 2013 is a human resources consultancy in Vila Real, where I interviewed its manager, Alberto Llaves, and two of its workers, Pablo and Antonio, and they told me that they carry out several emotional salary practices:
- Offer mentoring and professional development programs to help employees grow in their roles.
 - Create a culture of openness and transparency, where communication is encouraged and everyone's opinions are valued.
- Pizzeria Villa de Càlig is a family restaurant where I spoke with the manager, Vicente Llorenç; his wife Sandra; Sandra's sister, Rosa Mari; and Vicente's two daughters, Naiara and Yaiza. All of them agreed they carry out several emotional salaries as:
- Organize special events and dinners for staff and their families as a token of appreciation.
 - Provide incentives such as bonuses or recognition for exceptional service.
 - Hold dinners for the entire staff with the money from tips.
 - Dinners included after-service for employees

- Bordatelo is a boutique clothing store in Benicarló where I interviewed the manager, Llorenç Torta, and his employees, Ariadna i Manuel, where they told me that as emotional salary practices they offer:
 - They provide special discounts on store products for employees and their families.
 - They create a work environment where employees can express their personal style and feel comfortable and appreciated.

- Darley Management Systems is a technology and technological solutions company in Benicarló where I interviewed Jordi Navarro, its manager, and two of its employees, Lucas and Estela, who told me that the emotional salary practices they carry out are:
 - Provide opportunities for employees to participate in innovative and challenging projects.
 - Promote a culture of constant growth and learning through training and skills development.

- Middle East Falcon is a digital marketing agency in Benicarló, where I interviewed Felipe Igual, his manager, and his two employees, Jessica and Israel, who explained to me that the emotional salary practices they carry out are:
 - Offer flexibility in work schedules and the possibility of remote work.
 - Provide professional growth opportunities through courses and training.

- Ecofruits Benicarló is an organic products store in Benicarló where I spoke with the manager, Maria Jesus, and one of her workers, Eva, and they told me that they carry out several emotional salary practices such as:
 - Promote a culture of sustainability and environmental responsibility, which can be a source of satisfaction for employees who value environmental protection.
 - Carry out activities such as volunteering or donating to charities as part of your social commitment.

- Papeleria Clara Bookstore is a bookstore in Alcossebre where we spoke with its manager, Rosa Balaguer and with one of its employees, Berta, who told me that they carry out several emotional salary practices:
 - Foster a love of literature and knowledge by providing free access or discounts on books for employees.
 - Organize cultural events and book clubs to foster community and connection between employees.
- System PC is an information technology company in Peñíscola where I interviewed Carlos Bustos, its manager, and two of its workers, Alexis and Joan, who explained to me that the human resources practices they carry out are:
 - Offer opportunities for development and growth in a constantly evolving field.
 - Promote a culture of innovation and creativity, where employees can propose and develop their own projects.

7. PERSONALIZATION OF THE EMOTIONAL SALARY

When a company seeks to personalize its emotional pay, it is essential to consider a number of aspects to ensure that non-monetary initiatives and benefits are effective and meet employees' individual needs. Here are some important aspects to keep in mind that I founded in the Cinco Dias(2021) spanish newsletter, and in the Etalentum(2020) webpage:

- Knowledge of Individual Preferences and Needs: Conduct surveys, interviews or questionnaires to understand which aspects of emotional pay are most valued by employees. This may include preferences around professional development, well-being, work-life balance...
- Flexibility and Adaptability: Be flexible in implementing and adapting emotional pay initiatives to meet the changing needs of employees over time.

- Diversity of Options: Offer a variety of options within emotional pay so that employees can choose the ones that best fit their individual preferences and situations.
- Clear and Transparent Communication: Communicate clearly and transparently the options and benefits available in terms of emotional salary. Ensure employees fully understand what is being offered to them.
- Continuous Monitoring and Evaluation: Implement systems to evaluate the effectiveness of emotional pay initiatives and adjust them based on the results and feedback received from employees.
- Offer Consistency: Maintain a consistent and equitable offer of emotional benefits to avoid perceptions of favoritism or inequality among employees.
- Consideration of Cultural and Demographic Factors: Recognize that preferences and needs may vary by culture, generation, and employee demographics. Ensure initiatives are inclusive and relevant to everyone.
- Alignment with Company Values and Objectives: Ensure that emotional pay initiatives are aligned with company culture and objectives, so that they genuinely reflect the organization's commitment to employee well-being.
- Monitoring the Impact on Job Satisfaction and Commitment: Regularly measure employee satisfaction and engagement to evaluate the impact of emotional pay initiatives on the work environment.
- Flexibility in Implementation: Be willing to adjust or modify emotional pay initiatives based on feedback and changing employee needs.

By considering these aspects, a company can effectively tailor its emotional pay, which in turn will contribute to a more positive work environment and greater employee satisfaction and engagement.

8. CHALLENGES AND CONSIDERATIONS

When a company decides to implement emotional pay, it is important to consider a number of factors to ensure that the initiatives are effective and beneficial for both employees and the organization as a whole. Here are some essential considerations I found in the Forbes México(2019) webpage, in a review of Elizundia, M.(2022) in the Thinking for Innovation webpage and in Desafíos de la Gestión Empresarial(2022):

- Understanding Employee Needs and Preferences: Conduct surveys, interviews or questionnaires to understand which aspects of emotional pay are most valued by employees.
- Customization and Flexibility: Offer options and allow some degree of customization so that employees can choose the initiatives that best fit their needs and preferences.
- Alignment with Company Culture and Values: Ensure that emotional pay initiatives are aligned with the company's values and objectives so that they genuinely reflect its commitment to employee well-being.
- Balance with Monetary Compensation: It is important that emotional pay complement, not replace, monetary compensation. Both must work together to meet the needs of employees.
- Clear and Transparent Communication: Clearly communicate emotional pay initiatives so that employees understand and value them appropriately.
- Training and Coaching for Emotional Salary Management: Provide training to leaders and managers on how to effectively implement and manage emotional pay on the team.
- Continuous Impact Assessment: Establish effective metrics and evaluation methods to measure the impact of emotional pay on employee satisfaction and engagement.
- Senior Management Support: Obtaining the backing and support of senior management is essential to ensure the success and sustainability of the emotional salary program.

- Culture of Feedback and Active Listening: Foster a culture of open feedback and active listening so that employees feel comfortable sharing their opinions and needs related to emotional pay.
- Financial Viability Assessment: Assess the financial viability of emotional pay initiatives to ensure the company can sustain them over the long term.
- Regulatory and Legal Compliance: Ensure that emotional pay initiatives comply with all applicable labor laws and regulations.
- Promotion and Awareness Creation: Promote and raise awareness of emotional pay initiatives so that employees are informed and actively involved.

With these considerations in mind, a company can effectively implement emotional pay, which will contribute to a more positive work environment and greater employee satisfaction and engagement.

9. TRENDS AND FUTURE OF EMOTIONAL SALARY

Emotional salary has become a fundamental component in the contemporary workplace. Beyond financial remuneration, it encompasses the set of intangible benefits that a company provides to its employees to improve their well-being and satisfaction at work. These emotional compensations can include recognition, development opportunities, work flexibility, positive work environment, among others. In a constantly evolving world of work, trends indicate that emotional pay will play a crucial role in attracting and retaining talent, as well as worker productivity and engagement. Its future lies in continually adapting to the changing needs and expectations of the workforce, promoting a balance between professional and personal life, and fostering a work environment in which employees feel valued and motivated.

9.1. Trends of Emotional Salary

Trends in emotional salary practices are constantly evolving and influenced by changes in society, culture and the work environment. Some important current trends in

emotional pay practices that I founded in the Leal, J.(2022) review in the Emotional Paycheck webpage and in Equipos&Talento(2021) web page, include:

- Work Flexibility and Remote Work: The ability to work from home or have flexible schedules has become an important expectation for many employees. Companies are adopting policies that allow employees to better balance their work and personal lives.
- Focus on Mental and Emotional Well-Being: Companies are implementing programs and resources that support the mental health and emotional well-being of employees. This includes access to counseling services, mindfulness programs and stress-reducing activities.
- Skill Development and Growth Opportunities: Encouraging professional growth and continuous learning are critical to emotional pay. Companies are investing in training, mentoring and skills development programs.
- Continuous Recognition and Appreciation: Practices of frequent recognition and feedback are becoming more common. Companies are implementing systems to celebrate employee achievements and provide constructive feedback on a regular basis.
- Positive and Collaborative Work Culture: Companies are promoting a company culture that encourages collaboration, effective communication and a positive work environment.
- Personalized and Flexible Benefits: Companies are offering a broader range of benefits that fit the individual needs of employees. This may include insurance options, wellness programs, health benefits, and more.
- Participation in Business Decisions: Encouraging employee participation in decision-making and defining company policies is gaining importance in building an inclusive and empowered work environment.
- Promoting Diversity, Equity and Inclusion: Companies are taking concrete steps to promote diversity and inclusion in the workplace, ensuring pay equity and providing growth opportunities for all employees.

- Incentives for Sustainability and Social Responsibility: Companies are adopting initiatives that promote sustainability and corporate social responsibility, which may include volunteer programs and ethical business practices.
- Reevaluating Traditional Benefits: Companies are reexamining and adapting their traditional benefits, such as health insurance and retirement plans, to ensure they remain attractive and relevant to employees.

9.2. Future of Emotional Salary

The concept of emotional salary is something very new and is constantly changing and improving. It is important to remember that emotional wage practices can vary by industry, country, and economic and social circumstances. This is why each company must, in the future, evaluate and adapt its emotional salary practices to meet the changing needs and expectations of its workforce. This is why we can conclude, inspiring in Ferrer, A. (2022) review in *Emprende Despierte* webpage and in *eEconomista*(2016) webpage, that some possible trends and practices that we could see in the field of emotional salary in the future could be:

- Increased Focus on Holistic Wellbeing: Companies could broaden their focus on well-being, addressing not only the physical and mental health, but also the social, financial and spiritual well-being of employees.
- Technology Integration and Personalized Platforms: Technology tools and platforms could emerge that help companies personalize emotional benefits based on employees' individual preferences and needs.
- Promoting Flexibility and Autonomy: Workplace flexibility and autonomy in time and task management could continue to be a priority, allowing employees to adapt their work to their personal circumstances.
- Increased Emphasis on Diversity, Equity and Inclusion: Companies could intensify their efforts to create inclusive and equitable work environments, ensuring that all voices are valued and respected.

- **Developing Future Skills:** Companies could invest in developing skills and competencies relevant to the future of work, preparing employees for emerging and changing roles.
- **Crisis and Emergency Support Programs:** Companies could develop specific policies and resources to support employees in crisis or emergencies, such as natural disasters or pandemics.
- **Fostering Collaboration and Connection:** Emotional pay practices could focus on fostering collaboration among employees, promoting a culture of mutual support and joint growth.
- **Ongoing Recognition and Feedback:** Companies could implement more advanced systems for employee recognition and feedback, using technology to facilitate this process.
- **Corporate Social Responsibility Initiatives:** Companies could expand their corporate social responsibility programs, involving employees in volunteer activities and community projects.
- **Innovation in Benefits and Perks:** We could see the introduction of innovative and exclusive benefits that go beyond the traditional, such as access to unique experiences, trips or memberships to premium services.

10. CONCLUSION

In conclusion, the concept of emotional salary represents a significant change in the way we understand and manage employment relationships today. Beyond mere financial compensation, these practices focused on the well-being and personal development of employees have proven to be a fundamental pillar to boosting satisfaction, commitment and productivity in the work environment.

Emotional salary emerges as a fundamental element in modern human resource management. It goes beyond financial compensation and focuses on meeting the deepest needs and aspirations of employees. Through practices that promote recognition, personal

development, work-life balance, and participation in decision-making, organizations can cultivate a positive and motivating work environment.

This investment in the emotional well-being of employees translates into greater satisfaction, commitment and productivity. Workers feel valued and connected to the company's mission and values, resulting in greater talent retention and a healthier work environment.

Although implementing emotional pay practices can be challenging for small businesses, it is not impossible. With creativity and attention to individual employee needs, even smaller organizations can integrate elements of emotional pay into their corporate culture.

In a constantly evolving world of work, where employee satisfaction and well-being play a crucial role, emotional salary is revealed as a strategic tool for the success and competitiveness of organizations. By recognizing and valuing the importance of employees' emotional needs, companies can build more committed, productive and satisfied teams, which translates into mutual benefit for both the organization and its collaborators.

The concept of emotional salary has emerged as an invaluable facet of the workplace, representing a set of practices that go beyond financial remuneration. These initiatives, which range from personal recognition and development to work-life balance, have established themselves as an essential component to strengthen employee satisfaction, commitment and retention.

For both the company and the worker, the emotional salary offers significant benefits. Employees feel valued, motivated, and connected to the organization's mission and values. This translates into higher productivity, greater creativity, and lower staff turnover. On the other hand, companies that implement emotional salary strategies tend to garner a positive reputation in the labor market, which gives them a competitive advantage in attracting talent.

The theories of prominent thinkers and economists such as Maslow, McClelland, McGregor, Edgar Schein, Lawrence, Nohria, Pink and Herzberg have laid the conceptual foundations for understanding human needs and motivations at work. Thanks to your contributions, we have come to understand the importance of factors such as recognition, personal development and participation in decision-making.

However, it is essential to recognize that successfully implementing emotional pay practices can present challenges, especially for small businesses. Resource limitations and the more compact structure can make the execution and sustainability of these initiatives difficult. In contrast, large and international companies, with greater financial capabilities and human resources, are in a more favorable position to implement and maintain these practices on a large scale. Some emotional salaries ideas that companies could consider and that I would personally recommend to improve the well-being and satisfaction of their employees:

- Offer financial advice, workshops on personal finance management and access to tools to help employees manage their resources effectively.
- Provide employees a certain number of days of paid leave each year to participate in volunteer activities in their communities.
- Allow employees to choose their work schedules or work from home when possible, thus providing greater autonomy and work-life balance.
- Design individualized development plans that include training, mentoring, and growth opportunities specific to each employee.
- Offer gym memberships, yoga classes, meditation sessions, or mental health programs to promote physical and emotional well-being.
- Design creative and stimulating workspaces that encourage collaboration, innovation and productivity.
- Establish a recognition system that celebrates employee achievements both publicly, in team meetings, and privately, through personalized messages.
- Offer an additional day of paid leave for employees to celebrate their birthday or the anniversary of joining the company.
- Provide financial or logistical support for the care of children or dependent family members, such as assistance paying for daycare or access to elder care services.

- Offer access to courses and workshops that encourage personal growth, such as communication skills, stress management or conflict resolution techniques.
- Allow employees to take paid time off to celebrate personal or cultural holidays that are important to them.
- Create welcoming spaces where employees can socialize, relax and enjoy a pleasant atmosphere during their breaks.

Ultimately, the important thing is to adapt them to the culture and specific needs of each company and its employees. Emotional pay is revealed to be a highly effective business strategy that benefits both the company and the employee. By investing in the emotional well-being of workers, organizations not only foster a healthier and more productive work environment, but also strengthen their reputation and attractiveness in the labor market. As we continue to advance in the world of work, companies must recognize and value the importance of emotional pay in promoting an enriching and rewarding work environment for all involved.

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