

Original article



Influence of emotional salary on human talent retention: A case study in Cajamarca

Influencia del salario emocional en la retención del talento humano: Un caso de estudio en Cajamarca

Influência do salário emocional na retenção de talentos humanos: um estudo de caso em Cajamarca

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ABSTRACT

The objective of this research is to determine the relationship between the emotional salary and the retention of human talent in the collaborators of a district municipality of Cajamarca, Peru, in the year 2024. The type of applied research with a quantitative approach was used, with a non-experimental methodological design at a descriptive cross-sectional correlational level. The sample population was taken as the total number of collaborators of a municipal entity, where 118 people work under different contracting decrees. The data collection technique was the survey formulated by a highly reliable questionnaire: to determine the relationship between the emotional salary and the retention of human talent, validated by expert judgment at an acceptable level of reliability. The results show that 64.4% of the emotional salary influences the retention of human talent. At a general level, it was possible to accept the research hypothesis, where it is concluded that there is a positive, direct and significant relationship between the study variables. High positive relationships

were found between development opportunities ($r = 0.851$) and life balance ($r = 0.736$), as well as moderate relationships with psychological well-being ($r = 0.612$) and work environment ($r = 0.421$). This means that, if the district municipality of Cajamarca improves the emotional salary, the probability of employees remaining in the institution increases by 0.664 units.

Keywords: collaborators; employees; retention; emotional salary; human talent.

RESUMEN

El objetivo de la presente investigación es determinar la relación entre el salario emocional y la retención del talento humano en los colaboradores de una municipalidad distrital de Cajamarca, Perú, en el año 2024. Se empleó el tipo de investigación aplicada con enfoque cuantitativo, con diseño metodológico no experimental del nivel descriptivo transversal correlacional. Se tomó como población muestral al total de colaboradores de una entidad municipal, donde 118 personas son las que trabajan bajo diferentes decretos de contratación. La técnica de recolección de datos fue la encuesta formulada por un cuestionario altamente confiable: para determinar la relación entre el salario emocional y la retención del talento humano validados por juicio de expertos a nivel de confiabilidad aceptables. Los resultados contemplan que el 64.4 % del salario emocional influye en la retención del talento humano. A nivel general se logró aceptar la hipótesis de investigación, donde se concluye que existe una relación positiva, directa y significativa entre las variables de estudio. Se encontraron relaciones positivas altas entre oportunidades de desarrollo ($r = 0.851$) y balance de vida ($r = 0.736$), así como relaciones moderadas con bienestar psicológico ($r = 0.612$) y entorno laboral ($r = 0.421$). Esto significa que, si la municipalidad distrital de Cajamarca mejora el salario emocional, la probabilidad aumenta en 0.664 unidades para que los colaboradores permanezcan en la institución.

Palabras clave: colaboradores; empleados; retención; salario emocional; talento humano.

RESUMO

O objetivo desta pesquisa foi determinar a relação entre salário emocional e retenção de talento humano nos colaboradores de um município distrital de Cajamarca, Peru, no ano de 2024. Utilizou-se o tipo de pesquisa aplicada com abordagem quantitativa, com delineamento metodológico não experimental no nível descritivo transversal correlacional. A população amostral foi retirada do total

de funcionários de uma entidade municipal, com 118 pessoas trabalhando sob diferentes decretos de contratação. A técnica de coleta de dados foi a pesquisa formulada por meio de questionário de alta confiabilidade: para determinar a relação entre salário emocional e retenção de talentos humanos validada por julgamento de especialistas em nível aceitável de confiabilidade. Os resultados mostram que 64.4% do salário emocional influencia na retenção de talentos humanos. Em um nível geral, a hipótese de pesquisa foi aceita, onde se concluiu que existe uma relação positiva, direta e significativa entre as variáveis do estudo. Foram encontradas relações altamente positivas entre oportunidades de desenvolvimento ($r = 0.851$) e equilíbrio de vida ($r = 0.736$), bem como relações moderadas com bem-estar psicológico ($r = 0.612$) e ambiente de trabalho ($r = 0.421$). Isso significa que, se o município distrital de Cajamarca melhorar o salário emocional, a probabilidade de que os funcionários permaneçam na instituição aumenta em 0.664 unidades.

Palavras-chave: colaboradores; funcionários; retenção; salário emocional; talento humano.

INTRODUCTION

Human capital represents the most valuable resource in organizations and the ability to retain this talent is limited by the regulations and processes implemented by companies (Peranzola & Troilo, 2023). The turnover management strategy can be advantageous for both the company and its employees, provided that it is executed in a planned and balanced manner. However, if it is not carried out properly, it can have negative effects on the productivity and motivation of workers (Belduma Garnica et al., 2023). For example, in Colombia it has been estimated that there is a professional turnover of 26 %, while collaborators between 11 % and 30 % are mostly young, between 20 and 29 years old, of which the position most seen in rotation is that of specialist and/or analyst with 69 % (Hernández Hernández & Durán Rojas, 2022).

The emotional salary has become relevant in the world of work; according to the different theories addressed, the first bibliographical reference was found in 2003 and the most current in 2018, and the countries with the greatest study of the emotional salary concept are: Colombia, Ecuador, Peru, Chile and Spain (Rubio Ávila et al., 2020). In Peru, the detailed background review for this research reveals that the low retention of human talent is a challenge faced by numerous companies and institutions. In addition, emotional productivity in Peruvian companies has been shown to have a significant impact on talent retention (Ngozi & Edwinah, 2022). In local governments, it has been

shown that a high level of emotional well-being in collaborators generates higher productivity and better performance within the institution. In addition, it positively influences staff retention, since when a person feels good, both physically and emotionally, he or she is more likely to remain in his or her job (Méndez Arana, 2024).

In the Cajamarca region, the concept of emotional salary is unfamiliar and is applied in a limited way in many local organizations. This is due, in part, to the fact that large companies operating in the area have moved their labor policies without adequately incorporating this aspect. The emotional salary is the extrinsic and intrinsic element of work that generates positive emotions and flows at work, which contributes in the generation of favorable and healthy organizational environments (Rubio Ávila et al., 2020). Moreover, the prevailing traditional culture in the province does not value psychological compensation or its potential to help in retaining talent (Li et al., 2018). One of the most relevant aspects of the emotional salary is to achieve a balance between the personal and work well-being of people, which contributes to greater satisfaction and motivation in the work environment, in addition, it also reduces stress levels, improves mental health and strengthens the commitment of employees to the organization, also increases their ability to attract and retain talent (Rojas Valero & Blanco Jiménez, 2023).

On the other hand, talent retention is influenced by factors such as growth opportunities, recognition of effort, flexibility, labor relations and organizational climate, which have a direct impact on their satisfaction and decision to remain in the company (Chasi Ramos et al., 2024). In addition, strategic talent management represents a great challenge for organizations that wish to retain their best employees. To achieve this, it is essential to design policies and practices aligned with human talent management, which should include aspects such as compensation, selection and recruitment programs, development and training, and performance evaluation (Huaraca Carhuaricra et al., 2023). Given this situation, it was considered essential to conduct research that could establish the relationship between emotional salary and human talent retention in the employees of a district municipality of Cajamarca. This public institution, which has 118 workers under different labor regimes established by the corresponding legislative decree, has faced an increase in personnel turnover in recent years. Therefore, the objective of this research was to determine the relationship between emotional salary and the retention of human talent in the employees of a district municipality of Cajamarca in 2024.

MATERIALS AND METHODS

Ethical aspects

The study followed the ethical code of the Universidad César Vallejo, respecting regulations, guaranteeing anonymity and confidentiality, and applying principles of beneficence, non-maleficence, autonomy and justice in research.

Population and sample

The population for the present study consisted of 118 employees of the district municipality of Cajamarca, Peru. This population includes both designated and contracted individuals, who perform functions in different areas (Table 1).

Table 1. Population group by labor decree and municipality

Item	Law - Labor Decree	No. of employees
1	Legislative Decree No. 728	56
2	Legislative Decree No. 276	14
3	Legislative Decree No. 1057	32
4	Civil Service Law No. 30057	4
5	Legislative Decree No. 20530	2
6	Service Leasing	10
Total		118

Technique

In the context of this study, the inquiry methodology was used as the main tool to gather information on the variables of emotional salary and retention of human talent. This technique facilitated the systematic organization of the questions, allowing to obtain relevant data on these topics.

Instrument

For data collection, a questionnaire was chosen as a means to select the information. This allowed obtaining reliable and valid results for the research, which was administered to employees of the district municipality of Cajamarca. The questionnaire was distributed through the WhatsApp social network, in order to collect a wide variety of perspectives on the variables studied. Responses were measured using a Likert-type scale, which included dimensions, indicators and items designed specifically for this research.

Reliability

For the reliability of the data, the Cronbach's Alpha reliability coefficient was applied, in order to provide reliability, consistency and coherence in the results of the instrument, as is the case of the emotional salary, which is administered to a group of individuals and produces certain values (Hernández Sampieri et al., 2010).

Procedure

Authorization was requested from the Manager of the district municipality of Cajamarca to carry out the data collection within the institution. Once permission was obtained, data was collected through surveys applied to 118 employees to evaluate the reliability of the instrument. Cronbach's alpha was used to analyze the results related to both variables and, finally, the survey was conducted virtually (Heo et al., 2015).

Data design and analysis

The research was of the applied type with a quantitative approach, with a non-experimental methodological design at the descriptive cross-sectional correlational level. The design scheme is shown in Figure 1.

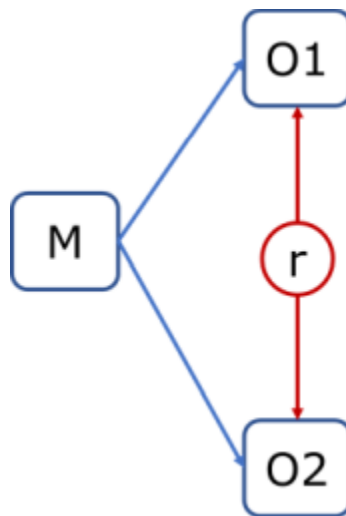


Figure 1. Outline of the research design

M: Employees of a district municipality of Cajamarca; O1: Emotional salary, O2: Retention of human talent; r: Relationship of variables

The data were organized in a Microsoft Office Excel spreadsheet and processed in SPSS version 26 software. A correlation analysis was performed between development opportunities and talent retention, life balance and human talent retention, psychological well-being and talent retention, work environment and human talent retention, emotional salary and human talent retention.

RESULTS AND DISCUSSION

Table 2 shows the correlation of the variables evaluated in this study. The development opportunities dimension has a high positive relationship with the retention of human talent ($r=0.851$, $p<0.05$). Life balance shows a high positive relationship with human talent retention ($r=0.736$, $p<0.05$). Psychological well-being has a moderate positive relationship with talent retention ($r=0.612$, $\text{sig.}<0.05$). The work environment dimension has moderate direct relationship with retention ($r=0.421$, $p<0.05$). Emotional salary has a moderate direct relationship with the retention of human talent ($r=0.664$, $p<0.05$).

Table 2. Correlation of the variables under evaluation

Correlation	<i>Development opportunity</i>	<i>Talent retention</i>
Development opportunities	1.000	0.851**
Talent retention	0.851**	1.000
	<i>Balance of life</i>	<i>Talent retention</i>
Balance of life	1.000	0.736**
Talent retention	0.736**	1.000
	<i>Psychological well-being</i>	<i>Talent retention</i>
Psychological well-being	1.000	0.612**
Talent retention	0.612**	1.000
	<i>Work environment</i>	<i>Talent retention</i>
Work environment	1.000	0.421**
Talent retention	0.421**	1.000
	<i>Emotional salary</i>	<i>Talent retention</i>
Emotional salary	1.000	0.664**
Talent retention	0.664**	1.000

** Correlation is significant at the 0.01 level (bilateral)

The relationship between development opportunities and the retention of human talent in the employees of a district municipality of Cajamarca in 2024 are positive and high. This is based on the fact that companies that provide development opportunities encourage personal growth (Bambang Purwanto, 2023). This not only boosts self-improvement, but also increases productivity, people tend to stay in organizations that value and support their personal and professional development; with this, companies manage to enhance their individual performance, thus highlighting development as a crucial factor in retention.

The results of this study coincide with those obtained by Mngomezulu et al. (2015) who, when relating development opportunities, obtain a significant and high positive impact on the retention of human talent. It is argued that, as employees perceive that they are recognized for their good performance,

or have a career line within the institution and distribute their time to perform their duties, in addition they strive to conclude their responsibilities for the day, the retention of human talent becomes more effective. Likewise, the findings of the present research differ with those reported by Chasi Ramos et al. (2024), which indicate that development opportunities are not perceived positively. Therefore, they recommend that the organization analyze the behavior of individual employees. This difference probably occurred because development programs may not be aligned with the individual needs or aspirations of employees (Lieff, 2009), also some employees may feel that opportunities are not accessible to all, which leads to demotivation, it may also be due they are not uninformed about the opportunities and they may assume that they do not exist or are not relevant.

With respect to the relationship between the life balance and the retention of human talent in the employees of the district municipality of Cajamarca, it was positive and moderate ($p < 0.05$). This means that the valuation of retaining employees in the company is of vital importance, since, when creating a personalized compensation plan for employees in the Municipality, the subjective factors that the emotional needs of employees are directly related to the work environment, where interpersonal relationships are favorable, are taken into account. In addition, a sense of well-being can be achieved, which will result in better productivity of workers and, therefore, greater efficiency in their work (Taris & Schreurs, 2009). Also, the results of this research could be due to the balance in life that is not a universal state, but is subjective and depends on the individual perception of each person, when employees feel that they have a balance between their work and personal responsibilities, complemented with the type of policies promoted by the company, this generates confidence and reinforces the employee's commitment to their organization (Six & Sorge, 2008).

The relationship between psychological well-being and the retention of human talent in the collaborators of the district municipality of Cajamarca was positive and moderate ($p < 0.05$). Taking this into account, said study observed a relevant connection between psychological well-being and retention in local government workers, presenting positive and moderate degree relationship, which indicates that the human resources area has to focus more frequently or implement strategies for its collaborators where they feel psychological well-being because those who work in a positive environment are more creative, innovative, proactive and efficient in their tasks. In addition, it is stated that psychological well-being is the connection between the spiritual, physical and collective mental comfort of humans. This means that, if organizations focus on these three areas, the probability of retaining personnel increases; on the other hand, the human resources area has to monitor their personnel, how they feel, how they perceive the space in their organization, which in

turn influences their decision to stay or seek new opportunities elsewhere (Victoria García-Viniegras & González Benítez, 2000).

The relationship between the work environment and the retention of human talent in the collaborators of the district municipality of Cajamarca was low and positive ($p < 0.05$). In addition, the emotional salary and talent retention showed a positive and moderate correlation ($p < 0.05$). The World Health Organization (WHO, 2010) highlights that a healthy work environment, not only increases the living condition of workers, but also reinforces the sufficiency of an organization to approach and abduct capabilities, all depending on how it promotes health and well-being in its work environment. Taking this theory into account, the information gathered was analyzed and it was found that there is a preponderant similarity between the work environment and the retention of human talent in a municipality, leading to a moderate positive correlation. This means that one of the great challenges for the management of the human resources office of the municipality is to keep its workers motivated. Also, knowing that it is necessary to invest time and economic resources to identify, recruit and retain (Christensen Hughes & Rog, 2008), which in municipalities does not usually happen because economic resources are limited, which is why investment in emotional salary is scarce.

Likewise, Espinoza Saldívar and Toscano Moctezuma (2020) state that emotional pay has an impact on two important aspects: for workers it improves their quality of life by providing a healthier, more productive and meaningful work experience, and they are more likely to develop a sense of commitment and loyalty to the organization. For companies: it seeks to generate benefits such as reduced absenteeism and lower employee turnover. In this sense, it can be said that the emotional salary is a strategic element to promote the stay of employees in the organization, simultaneously improving their well-being and business results.

Finally, the inferential analysis revealed significant correlations between the emotional salary and the retention of human talent in the municipality of Cajamarca. High positive relationships were found between development opportunities ($r = 0.851$) and life balance ($r = 0.736$), as well as moderate relationships with psychological well-being ($r = 0.612$) and work environment ($r = 0.421$).

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Conflict of interest

Authors declare no conflict of interests.

Authors' contribution

Rocío Campos Vásquez carried out the theoretical-methodological conception, executed the data collection and wrote the draft.

Miguel Elías Pinglo Bazán designed the study, analyzed the data and prepared the draft.

All the authors reviewed the writing of the manuscript and approve the version finally submitted.



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