

## Emotional Salary: Psychosocial variables, Emotional Exhaustion, Personal Accomplishment and Depersonalization, in University Workers in Jalisco, Mexico

Aranda Beltrán Carolina<sup>1</sup>, Rubio Ávila Sandra<sup>2</sup>, González Baltazar Raquel<sup>3</sup>,  
Flores Carrillo Raúl<sup>4</sup> & Hernández Guzmán Berenice<sup>5</sup>

<sup>1,3</sup> Researcher and Professor. University of Guadalajara, Jalisco, Mexico. Public Health Department.

<sup>2,4</sup> Professor. University of Guadalajara, Jalisco, Mexico.

<sup>5</sup>Nurse in Public Health. Mexican Social Security Institute.

Corresponding Author: Aranda Beltrán Carolina

---

**Abstract:** The introduction of the term Emotional Salary (ES) as a perspective of the non-monetary remunerations received by an employee to intensify their motivation at work in addition to helping in the feeling of job satisfaction and identity with the company are essential to understand the characteristics that contribute to the best job performance. The variables that evaluate the Burnout syndrome help to understand the presence of satisfiers or the absence of them.

**Objective:** Know and describe the prevalence of the burnout syndrome in 1508 workers of a public university located in Guadalajara, Jalisco, Mexico. As well as describing the sociodemographic and labor variables that influence emotional exhaustion according to the dimension of the burnout syndrome.

**Methodology:** The study was cross-sectional analytic. Statistical analysis was carried out in order to describe the frequencies, percentages, averages and prevalences. The probability of differences will also be detected, at the value of  $p$  equal to or less than 0.05.

**Results:** According to age, at a lower age of the average the probability of witnessing emotional and / or physical exhaustion and falling into depersonalization becomes evident. Being a woman is a factor that influences being physically and mentally exhausted. Not having a partner is another influencing factor in the burnout syndrome. Having less seniority in the institution than other workers, is a factor of influence towards emotional and / or physical exhaustion and depersonalization.

---

Date of Submission: 28-09-2018

Date of acceptance: 01-10-2018

---

### I. INTRODUCTION

Working under the influence of modernization and competitiveness; where the worker is a fundamental element and which the labor organizations try to keep it interested in their work performance, motivation, satisfaction and in their permanence in a long-term work, these are precisely some of the factors on which the researchers analyze from the point of view of what little known is the Emotional Salary (ES).

According to the International Labor Organization (ILO) in 2004, "work" is "the set of human activities, paid or unpaid, that produce goods or services that meet the needs of a community or provide the means of livelihood necessary for individuals "; while "worker" is the physical person who lends to another, physical or moral, a subordinate personal work (Federal Labor Law, 2015).

Gay (2006) refers to the Emotional Salary (ES) as a way of working to reduce stress, improve health, productivity, innovation and competitiveness; emphasizing the motivation of the worker, variable that also Rocco (2009) and Barragán, Castillo, Villalpando and Guerra (2009) were in agreement, that a worker should feel satisfied and motivated not only with respect to an economic remuneration for their work, but for labor-related factors that make the worker feel motivated. Similarly, Barragán, Castillo, Villalpando and Guerra (2009) mention the importance of the variable motivation and that the emotional factor is responsible for whether they feel satisfied or motivated by their work.

Little is actually known about the term Emotional Salary, so each author at the time of studying it, defines it and measures it from their own perspective. However, those who had talk about it, said that the economic salary is an important factor in the motivation and satisfaction of the worker, without becoming the only factor to get to define it as ES.

The term of ES goes further. The ES refers to any factor that can contribute to increase the motivation and satisfaction of the work staff, with this the achievement of this motivation and satisfaction will affect the work performance and the worker's permanence in their work.

Psychosocial factors, this is also a term proposed by the ILO in 1984, refers to "the interactions between the work environment, the work content, the conditions of organization and capabilities in one hand, as the needs and culture of the worker, personal considerations that are external to the work could have - depending on the personal perception and experience - influence on health, work performance and job satisfaction" (ILO, 2016).

The personal considerations, of culture, and / or external to work, we talk about these variables that play a facilitating factor of the Syndrome, those of socio-demographic nature such as: age, sex, marital status, the existence or not of children, the seniority in the position and in the institution, are some of them (Gil-Monte and Peiró, 1997).

So, psychosocial risk factors such as age (Aranda, 2010, Llorent, 2016), sex (Llorent, 2016), schooling (Chiang, 2011), marital status (Goalkeeper, 2015), type of contract (França et al, 2012), seniority (Arias, 2008), exhaustion (Arias, 2008), sensations of being wasting their qualities or low sense of personal fulfillment (Goalkeeper, 2015) and the unsatisfactory work context, gradually generates the appear of apathy signs, causing detachment towards the roles that should be doing, low communication and inappropriate attitudes towards the people around, which reflects poor work performance, determining components that directly influence the Burnout Syndrome (BS). This syndrome can be evaluated from two perspectives: clinical and psychosocial (Gil-Monte and Peiró, 1997, Gil-Monte 2001, including exhaustion, loss of interest in work activity and unattainable expectations that make that the worker get start to feel emotional and physical exhaustion, as well as demotivation or personal accomplishment; and from the second perspective, psychosocial, the most recognized concept it was proposed by Maslach and Jackson (Maslach and Jackson, 1981) as a three-dimensional response to chronic occupational exposure to stressors that also include emotional and / or physical exhaustion (tiredness), personal accomplishment (demotivation) and depersonalization (serious feelings of unreality). The objective of this research is to analyze the influence of socio-demographic and labor-related psychosocial variables on emotional and / or physical exhaustion, personal accomplishment and depersonalization, as variables seen within the term of Emotional Salary, in university workers in Jalisco Mexico.

## II. MATERIAL AND METHODS

**Type of study:** The study was cross-sectional analytic.

**Study population:** The sample population were constituted by all the temporary or definitive academic and administrative workers of a public university located geographically in Guadalajara, Jalisco, Mexico. The questionnaires were put online, anonymously and of voluntary participation, obtaining the cooperation of 1508 workers, among them were administrative workers (contract, trust, assistants, technicians, administrative) and academics (research professor), and subject teacher, whether temporary, permanent or trustworthy.

**Evaluation instruments:** To collect the necessary data, were used two evaluation instruments. The first instrument consisted of a questionnaire with socio-demographic and labor-related items such as: age, sex, marital status, schooling, time of service in the institution and in the current position, type of contract, and if the subject had another job or not. The second instrument, for the evaluation of the burnout syndrome, was the Maslach Burnout Inventory (MBI) scale, which is divided into three dimensions: emotional exhaustion (9 items); depersonalization (5 items) and personal accomplishment or demotivation (8 items) (Maslach and Jackson, 1981, 1986). The instrument is a Likert scale, where 0 means never and 6 every day. The scores of the subjects for the MBI were rated based on the American norm and Catalan adaptation, where being at the low level as "no presence of burnout", while being at the medium and high level as "if presence of burnout", for each of the dimensions (Maslach and Jackson, 1986). The general prevalence of burnout syndrome is obtained taking into consideration a subject with at least one burned dimension (Aranda, Rendón and Ramos, 2011). With respect to the psychometric properties of the scale, Cronbach's alphas of .658 were obtained for the whole scale and 41.6% of variance explained. By dimensions, for Emotional Exhaustion the alpha was .835, in Depersonalization of .407 and Personal Accomplishment of .733 (Aranda, Pando and Salazar, 2016).

**Statistical analysis:** Frequencies, percentages, averages and prevalence were obtained and to detect the probability of detecting differences, a value of p equal to or less than 0.05 (statistical significance). All through the use of the Statistical Package for Social Sciences (SPSS version 18).

**Ethical aspects:** The present study is considered risk-free category one (Official Gazette of the Federation, 2015). The participation of the respondents was voluntary, signing subsequent to the information provided on the objective of the project, the informed consent letter.

## III. RESULTS

From the descriptive analyzes it is clear that, of the 1508 participants, the majority are women (56.6%), the minimum age was 18 years, the maximum age was 72, with an average age of 42 years and a standard deviation of 10.7 years. The majority were married (53.4%), single (30.3%), the rest were in a free union (with a partner) or divorced or separated. Most of the participants 54.5% had the level of undergraduate studies, in that the maximum degree of schooling was PhD (3.9%) and the minimum level was Highschool (1.8%).

According to labor data, seniority in the institution ranges from 8 months to 52 years, with an average of 13.2 years and a deviation of 9.6. The seniority in the current position was also evaluated, being the minimum age from 8 months to 39.8 years, average and deviation of 7.7 years. In administrative positions, the trust and contract positions occupy the highest percentages (17.9% and 16.6% respectively) followed by administrative (12.5%). In the part of academic posts, the subject teacher is the most frequent (29.1%) followed by that of associate research professor (6.8%) and subject teacher (4.2%). Questions were added as to whether or not had another job in which 73.2% of workers answered no.

Although demonstrating the prevalence of burnout syndrome is not the objective of the work, it is convenient to know for a better scope of the objective. The overall prevalence of the syndrome and taking into account that being in the high and middle levels is the presence of the syndrome, this reached figures of 46.7% of its presence, while the following dimensions are shown: for the emotional exhaustion dimension 42.4%, for personal accomplishment or demotivation 24% and for depersonalization 13.2% (Table 1).

**Table 1.** Prevalence of Burnout Syndrome by Dimensions of the Maslach Burnout Inventory Scale.

Level	Emotional Exhaustion		Personal Accomplishment		Depersonalization	
	N	%	N	%	N	%
1. High	231	15.3	124	8.2	87	5.8
2. Medium	409	27.1	238	15.8	111	7.4
3. Low	868	57.6	1146	76.0	1310	86.9

Source: Author

Now, in terms of the influence between sociodemographic variables with emotional exhaustion, personal accomplishment and depersonalization (Table 2), the significant associations revolve around:

- According to age, at a lower age of the average (42 years) the probability of witnessing emotional and / or physical exhaustion (fatigue) and of falling into depersonalization (serious feelings of unreality) becomes evident.
- Being a woman is a factor that influences being physically and mentally exhausted, while man tends to depersonalize.
- Not having a partner is another influencing factor in the burnout syndrome and in each of its dimensions. In fact, it is the only variable that demonstrates the demotivation or personal accomplishment that workers reveal in their place of work, a factor that is external to the labor area, but influential in demotivation.
- Among the variables to be asked, schooling was included, which did not show any influence in the statistical analyzes (it was not added in the table).

With respect to the statistical analysis of the socio-labor variables, the following was obtained:

- Having less seniority in the institution than other workers (average 13.2 years), is a factor of influence towards emotional and / or physical exhaustion (fatigue) and depersonalization (serious feelings of unreality).
- Work with a temporary contract only with depersonalization.
- While, seniority in the current position showed no influence (not added in the table).

**Table 2.** Sociodemographic and labor variables that influence emotional exhaustion according to the dimension of the burnout syndrome.

SOCIO-DEMOGRAPHIC AND LABOR VARIABLES	BURNOUT SYNDROME				
		EE	PA	D	GLOBAL
Age (average 42 years): Greater than average VS lower than average	OR P CI	.583 .000 .474-.718	.806 .043 .635-1.023	.536 .000 .391-.735	.627 .000 .511-.768
Lower than average VS greater than average		<b>1.715</b> <b>.000</b> <b>1.393-2.111</b>	1,241 .043 .977-1.576	<b>1.867</b> <b>.000</b> <b>1.361-2.580</b>	1.596 .000 1.301-1.958
Sex:  Women VS men	OR P CI	<b>1.391</b> <b>.001</b> <b>1.132-1.708</b>	1.211 .065 .954-1.537	.737 .027 .546-.994	<b>1.304</b> <b>.006</b> <b>1.064-1.597</b>
Men VS women		.719 .001 .585-.884	.826 .065 .651-1.048	<b>1.582</b> <b>.002</b> <b>1.172-2.136</b>	.767 .006 .626-.940
Civil status:  With partner VS without partner	OR P	.690 .000	.772 .020	.632 .002	.683 .000

	CI	.560-.850 <b>1.449</b> <b>.000</b> <b>1.176-1.785</b>	.608-.981 <b>1.295</b> <b>.020</b> <b>1.019-1.644</b>	.468-.853 <b>1.582</b> <b>.002</b> <b>1.172-2.136</b>	.555-.841 <b>1.464</b> <b>.000</b> <b>1.188-1.803</b>
Antiquity in the institution (average 13.2 years) Lower than average VS greater than average	OR P CI	<b>1.255</b> <b>.017</b> <b>1.021-1.543</b>	1.135 .164 .894-1.441	<b>1.641</b> <b>.001</b> <b>1.200-2.243</b>	<b>1.273</b> <b>.012</b> <b>1.038-1.560</b>
Greater than average VS lower than average		.797 .017 .648-.979	.881 .164 .694-.1.119	.610 .001 .446-.833	.786 .012 .641-.963
Type of contract Temporary VS definitive	OR P CI	1.084 .235 .884-1.330	.863 .123 .681-1.094	<b>1.444</b> <b>.010</b> <b>1.067-1.954</b>	1.051 .333 .858-1.287
Definitive vs temporary		.922 .235 .752-1.131	1.159 .123 .914-.1.467	.693 .010 .572-..937	.951 .333 .77-1.165

Source: Author

#### IV. DISCUSSION

The influence generated by labor or external risk conditions, mark an important issue for the orientation of the perception that the worker has about the Emotional Salary, even without knowing the term.

The scientific literature does not even offer us the possibility of comparing the determinants evaluated in other studies about its influence on the ES, the causes that generate the Burnout are a means that helps us to explain and compare it. There have certainly been published contradictory studies regarding the relationship of different variables that influence the development of Burnout, some of them persistently valued, such as age and sex (Grau, 2009). García et al (2003) state that the youngest worker is the one with the greatest vulnerability to present severe states of professional exhaustion, thus supporting the fact in the current study as it becomes clear that at a younger age than the average (42 years) the probability of witnessing emotional and / or physical exhaustion (fatigue) and falling into depersonalization is present.

The contribution of exhaustion and personal fulfillment on the ES and the possible relationship on the motivation in the employees lies in a process that we can consider cyclical, whether positive or negative, the first mentioned aspects will have an impact on depersonalization and work satisfaction.

In the evaluation of the results it was found that being a woman is a factor that influences being physically and mentally exhausted, while man tends to depersonalize; other studies agree with it (Aldrete et al, 2009). Ramírez (2011) analyze the aspects that could explain the emergence of Burnout syndrome variables in her study, explains that the high indicators of feelings of emotional exhaustion in women could be explained by the low levels of personal satisfaction (intrinsic) and satisfaction with the quality of work. Granados (2017) observes a greater tendency of men for the professional and emotional distancing relatively, ending up becoming less sensitive to the problems they present.

Rocco (2009) and Barragán, Castillo, Villalpando and Guerra (2009) point out that workers should feel satisfied by those things that the organization offers the worker regardless of the economic salary.

Not having a partner is another factor influencing the burnout syndrome and in each of its dimensions.

There are studies that confirm the presented event, where people who were separated had a greater risk of emotional exhaustion (Ibañez et al, 2011). In fact, it is the only variable that demonstrates the demotivation or personal accomplishment that workers reveal in their place of work, a factor that is external to the labor area, but influential in demotivation.

Gay (2006) and Rocco (2009) they approach the concept of ES as a way of work in which the worker must be motivated; and that the emotional factor is responsible for whether they feel satisfied or motivated by their work.

As a conclusion, with respect to psychosocial factors as influential variables before emotional and / or physical exhaustion (fatigue), personal accomplishment (demotivation) and depersonalization (serious feelings of unreality), it was observed that few were the psychosocial variables that influenced the worker's lack of motivation; or, the academic institution where the study was conducted maintains a climate, an environment and an adequate organization for its workers, or, the scope and design of this study were not sufficient to demonstrate through these analyzes the understanding of Emotional Salary.

## REFERENCES

- [1]. Organización Internacional del Trabajo. (2004). ¿Qué es el trabajo decente?. Disponible en: [http://www.ilo.org/americas/sala-de-prensa/WCMS\\_LIM\\_653\\_SP/lang--es/index.htm](http://www.ilo.org/americas/sala-de-prensa/WCMS_LIM_653_SP/lang--es/index.htm)
- [2]. Ley Federal del Trabajo, artículo número 8, Diario Oficial de la Federación 12 de Junio de 2015 (México).
- [3]. Gay, F. (2006). Gestión práctica de riesgos laborales: Integración y desarrollo de la gestión de la prevención. ISSN 1698-6881. N° 33. P.p. 44-47
- [4]. Rocco, M. T. (2009). Satisfacción Laboral y Salario Emocional: Una Aproximación Teórica. Santiago-Chile: Universidad de Chile. Facultad de Ciencias Sociales. Carrera de Psicología.
- [5]. Barragán, J., J. Castillo, P. Villalpando & P. Guerra. (2009). Estrategias de retención de empleados eficientes: Importancia estratégica de la fidelización de los empleados en organizaciones internacionales. 6(1) P.p. 33 – 43
- [6]. OIT. 1984. Factores psicosociales en el trabajo: naturaleza, incidencia y prevención. Organización Internacional del Trabajo. Informe del Comité Mixto OIT/OMS; 1984: 5-78.
- [7]. Organización Internacional del Trabajo. Estrés en el trabajo: un reto colectivo. (2016). Disponible en: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_473270.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_473270.pdf)
- [8]. Gil-Monte P. R. El Síndrome de Quemarse por el trabajo (Síndrome de Burnout): aproximaciones teóricas para su explicación y recomendaciones para la intervención. Departamento de Psicología Social y Organizacional, Facultad of Psicología Universidad de Valencia, España, 2001.
- [9]. Aranda Beltrán, C. & Pando Moreno, M. (2010). Edad, síndrome de agotamiento profesional (burnout), apoyo social y autoestima en agentes de tránsito, México. Rev. Colomb. Psiquiat., vol. 39, No. 3. Disponible en: <http://www.scielo.org.co/pdf/rcp/v39n3/v39n3a06.pdf>
- [10]. Llorent, V. & Ruiz, I. (2016). El Burnout y las variables sociodemográficas en los profesionales de la educación que trabajan con personas con discapacidad en Córdoba (España). Disponible en: <http://www.scielo.br/pdf/csc/v21n10/1413-8123-csc-21-10-3287.pdf>
- [11]. Chiang M. M. & Sigoña M. (2011). Burnout en trabajadores de hospitales comunitarios o de baja complejidad: una comparación de género y de nivel de escolaridad. Revista de Psicología, Vol. 20 N° 1.
- [12]. Portero de la Cruz, S. & Vaquero Abellán. (2015). Desgaste profesional, estrés y satisfacción laboral del personal de enfermería en un hospital universitario. Rev. Latino-Am. Enfermagem. DOI: 10.1590/0104-1169.0284.2586. Disponible en: [http://www.scielo.br/pdf/rlae/2015nahead/es\\_0104-1169-rlae-0284-2586.pdf](http://www.scielo.br/pdf/rlae/2015nahead/es_0104-1169-rlae-0284-2586.pdf).
- [13]. De França, F.M., Ferrari, R., Ferrari, D.C. & Dornelles Alves, E. (2012). Burnout y aspectos laborales del personal de enfermería de dos hospitales de medio portea. Rev. Latino-Am. Enfermagem. 20 (5). P.p 1-9. Disponible en: [http://www.scielo.br/pdf/rlae/v20n5/es\\_19.pdf](http://www.scielo.br/pdf/rlae/v20n5/es_19.pdf)
- [14]. Arias Galicia F., Fernández Sánchez, A. & González Zermeno M. E. (2008). El Agotamiento Profesional (Burnout) y su relación con la antigüedad y el tipo de servicio en el personal de enfermería. Foro de las Américas en Investigación de Factores Psicosociales. Memoria. Disponible en: <http://factorespsicosociales.com/segundoforo/simposio/arias-fernandez-gonzalez-et-al.pdf>
- [15]. Gil-Monte P. R. y Peiró J. M. Desgaste psíquico en el Trabajo: el Síndrome de Quemarse. Madrid, Editorial Síntesis, 1997.
- [16]. Maslach, C., & Jackson, S. (1981). Maslach Burnout Inventory. Palo Alto California: Consulting Psychologists Press.
- [17]. Maslach, C., & Jackson, S. (1986). Maslach Burnout Inventory. 2da. Edición. Palo Alto California: Consulting Psychologists Press.
- [18]. Aranda, C., Rendón, E. y Ramos, J. (2011). Síndrome de burnout y salud en trabajadores del sistema de tren eléctrico. En Revista Waxapa, 3 (5), 89-93. ISSN2007-0950.
- [19]. Aranda Beltrán Carolina, Pando Moreno Manuel, Salazar Estrada José Guadalupe. 2016. Confiabilidad y validación de la escala Maslach Burnout Inventory (Hss) en trabajadores del occidente de México. Salud Uninorte. Barranquilla (Col.). 32 (2) P.p. 218-227.
- [20]. Ley Federal del Trabajo, artículo número 8, Diario Oficial de la Federación 12 de Junio de 2015 (México).
- [21]. Grau, A., Flichtentrei, D., Suñer, R., Prats, M. & Braga, F. Influencia de factores personales, profesionales y transnacionales en el síndrome de burnout en personal sanitario hispanoamericano y español. (2009). Revista Española de Salud Pública, vol. 83, núm. 2, marzo-abril. P.p. 215-230 Ministerio de Sanidad, Servicios Sociales e Igualdad Madrid, España .RevEsp Salud Pública. Vol. 83, N.º 2. Disponible en: <http://www.redalyc.org/pdf/170/17083206.pdf>
- [22]. García, R., Maldonado, E., Ramírez, C. (2003). Agotamiento profesional en el sector salud de baja california. Investigación administrativa año: 43 NÚM. 113 ISSN: 1870-6614. No.113 / Año 43.
- [23]. Aldrete, M., González, J., Preciado, M. & Pando, M. (2009). Variables sociodemográficas y el síndrome de burnout o de quemarse en profesores de enseñanza media básica (secundaria) de la Zona Metropolitana de Guadalajara. Revista de Educación y Desarrollo, 10. Abril-junio. Disponible en: [http://www.cucs.udg.mx/revistas/edu\\_desarrollo/anteriores/10/010\\_Aldrete.pdf](http://www.cucs.udg.mx/revistas/edu_desarrollo/anteriores/10/010_Aldrete.pdf)
- [24]. Ramírez, M. (2011). Síndrome de Burnout entre hombres y mujeres medido por el clima y la satisfacción laboral. Universidad de Tarapacá, Arica, Chile. Revista de la Universidad Bolivariana, Volumen 10, No. 30. P.p. 431-446. Disponible en: <https://scielo.conicyt.cl/pdf/polis/v10n30/art20.pdf>
- [25]. Granados, L., Sanmartín, Ricardo., Lagos, N., Urrea, M., & Hernández, M. (2017). Diferencias en burnout según sexo y edad en profesorado no universitario. International Journal of Developmental and Educational Psychology, vol. 2, núm. 1. P. p. 329-335. Disponible en: <http://www.redalyc.org/pdf/3498/349853220034.pdf>
- [26]. Rocco, M. T. (2009). Satisfacción Laboral y Salario Emocional: Una Aproximación Teórica. Santiago-Chile: Universidad de Chile. Facultad de Ciencias Sociales. Carrera de Psicología.
- [27]. Ibáñez, E., Bicenty A., Thomas, Y. & Martínez, J. (2011).
- [28]. Prevalencia y factores asociados al Síndrome de Burnout en docentes de odontología. Fundación Universitaria San Martín. Disponible en: [http://m.uelbosque.edu.co/sites/default/files/publicaciones/revistas/revista\\_colombiana\\_enfermeria/volumen7/prevalencia.pdf](http://m.uelbosque.edu.co/sites/default/files/publicaciones/revistas/revista_colombiana_enfermeria/volumen7/prevalencia.pdf)

Aranda Beltrán Carolina "Emotional Salary: Psychosocial variables, Emotional Exhaustion, Personal Accomplishment and Depersonalization, in University Workers in Jalisco, Mexico" International Journal of Business and Management Invention (IJBMI) , vol. 07, no. 09, 2018, pp 64-68