EMOTIONAL SALARY AS A POSTCOVID19 CHALLENGE, IN MSMES IN THE CANTON OF LA LIBERTAD, YEAR 2021

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Abstract

Throughout history, there have been significant changes that organizations have faced to be more competitive in globalized environments, where different transformations occur in the management of human talent, however since 2020, they have had to adopt accelerated changes and, to some extent, forced to take care of business income, which has been one of the most psychologically affected elements in the labor repercussions of the health emergency by the COVID19, mostly in countries with weak social protection systems for workers. Therefore, the research strategy was to create different actions to help emotional compensation in MSMEs in the canton of La Libertad, carry out a situational diagnosis and develop a conceptual framework of the definitions and dimensions of the emotional wage. The methodology applied was descriptive and qualitative, and the study variable was emotional salary. A questionnaire was designed to measure the emotional wage, which was applied to a sample of 112 workers. Respondents helped with the appropriate information and gave us information about the different non-monetary compensations, which were minimal. In conclusion, we reaffirm that the emotional salary is a key factor in enhancing the management of human talent in the post-COVID-19 era.

Keywords: human talent management, emotional salary, non-monetary compensation, MSMEs.

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1. Introduction

The arrival of the COVID-19 pandemic left many lessons and challenges in the world of work, which is why SMEs are experiencing an unprecedented crisis that has imminently involved Human Talent Management, forcing them to demonstrate the capabilities of both employers and employees to adapt to formidable changes in organizations and to focus on the importance of the welfare and care of the intangible capital of each institution. The problems faced by MSMEs in maintaining their workplaces led to an increase in informal commerce, unemployment and lack of access to resources, which resulted in economic recession and inequality in the social structure.

Currently, the economic benefit is not the only instrument of measurement in labor competition; workers in these times aim at obtaining new benefits that improve their quality of life from the satisfaction of personal and family needs; in the context of a pandemic, MSMEs had difficulties in meeting expenses, almost no presence of options to provide service to their customers, amid this insecurity, where they also had to meet their employer, financial, tax obligations and agreements with suppliers. The economic crisis in the country due to the prohibitions produced a drastic reduction of income from sales in almost all banking sectors and as a result of the mandatory confinement, the purchasing power of the people had a strong drop in unemployment.

In the home-delivered meals business, personal relations between customers and couriers increased significantly; empathizing with young people who lack a stable job, sensible of their direct exposure to contagion, ethics prevailed over verbal interaction, which took a back seat. The consumer's behavior showed a lot

of caution and a good attitude on the part of the distributors in carrying out biosecurity measures as a policy for this type of service, where the productive system was stopped. As a result of the quarantine, a few sectors extended their activity, mainly in health, food and pharmaceuticals; thus, the weak mediation of the state to balance the effects induced in the companies: lack of income, temporary suspensions, risks of bankruptcy and thus dismissal of workers.

The canton of La Libertad, the economic capital of the province of Santa Elena, is made up mostly of micro, small and medium-sized companies, with minimum wage jobs stipulated by current legislation, due to the COVID-19 emergency, in the business sector, triggered human and economic losses, so many workers were left unemployed or affected by the reduction of working hours and consequently in their salaries, others had no choice but to put aside their personal goals and double their physical and intellectual efforts to meet the institutional objectives.

New trends promote emotional retribution as a complement to economic retribution to provoke well-being in workers and maintain productivity in the organization.

2. Objectives

2.1 General Objective

Design actions to increase the emotional salary in micro, small and medium enterprises in the canton of La Libertad, considering the challenges faced by Human Talent Management in the post-COVID-19 era.

2.2 Specific objectives

- Develop a conceptual framework using secondary sources of information to understand the definitions and dimensions of the emotional wage.

- Conduct a SWOT situational diagnosis of the emotional wage in micro, small and medium-sized enterprises in the canton of La Libertad.

3. Methodology

The methodology of this research project is the basis on which the data collection techniques will be carried out to obtain results with accurate and truthful information that will facilitate the drawing of conclusions after the completion of the study.

The type of methodology chosen is descriptive-qualitative; this option was selected because it has all the necessary characteristics for the main topic of the project to be fully exploited in terms of obtaining results, drawing conclusions, making recommendations and all this in order to carry out a work that yields concrete observable and verifiable results.

Regarding the population, which is the object of study of this project, data collection techniques will be applied according to the methodology previously chosen for this project; among the techniques that have been selected to obtain results that show accurate information are: surveys that will be conducted to employees who will respond according to their reality about the issue of emotional salary in MSMEs in the canton of La Libertad.

Descriptive studies specify the properties, characteristics and profiles of people, groups, communities, processes, objects or any other phenomenon subjected to analysis. That is, they only intend to measure or collect information independently or jointly on the concepts or variables to which they refer, i.e., their objective is not to indicate how these are related (Hernandez, 2018).

The qualitative design complements the descriptive methodology since once the information has been collected, it is possible to know essential characteristics that lead to data that are completely congruent with what is to be discovered.

The qualitative approach5 is also guided by significant areas or themes of inquiry. However, rather than clarity about research questions and hypotheses preceding data collection and analysis (as in most quantitative studies), qualitative studies may develop questions and hypotheses before, during, or after data collection and analysis (Hernandez, 2018).

The population with which the information will be collected is of great importance in the realization of this project since it is from where the information will be obtained from a primary source that ensures obtaining real data; limiting the population will serve to take a sample of the same and apply a filter to obtain more accurate information.

For the quantitative process, the sample is a subgroup of the population of interest on which data will be collected and which has to be precisely defined and delimited beforehand, in addition to the fact that it must be representative of the population (Hernandez, 2018).

3.1 Type, Design and Research Population

Type: The study is descriptive; it analyzes the characteristics of a population without knowing the relationships between them (Rus, n. d.).

Design: Qualitative, this approach seeks mainly the "dispersion or expansion" of data and information" (Hernández et al., 2014).

Population: This term statistically refers to the grouping of people or objects of which one wishes to investigate something (López, 2004). The target population for this study is all the MYPIMES in the canton of La Libertad:

INEC table, Table No. 8, entitled"COMPANIES ACCORDING TO NATIONAL PARTICIPATION (UNIVERSE DIEE), YEAR 2020, BY PROVINCE".

2. Microenterprise registry detailed on the SRI website

3. According to a Report provided by the Ministry of Industries and Productivity, there are ten legally registered institutions of diverse economic activities.

Table 1. Sales report by canton

SEGMENTED SALES BY CANTON FISCAL YEAR 2021		
CANTON	SALES	% MICRO
FREEDOM	7.384.095	27,83
SALINAS	6.112.776	23,04
SANTA ELENA	13.031.732	49,12

Source: Base registered in the multidimensional statistics of the SRI www.sri.gob.ec

Table 2. Segmentation of MYPIMES according to INEC

No. MYPIMES companies	Source
10.120	INEC -No. Companies by size in the province of Santa Elena SRI- No. Large taxpayers (Large companies)
10.063	MSMEs of the province of the province of Santa Elena

Table 3. Number of MYPIMES by canton according to the percentage determined

MSMES	10.063
FREEDOM	2.801
SALINAS	2.319
SANTA ELENA	4.943

The survey population is defined as 2,801 MSMEs in La Libertad.

Sample: As can be seen, there are considerable differences between the information of the institutions provided by the sources. Cross-checking the information, the result is an extensive population, and a probabilistic sampling does not guarantee that the population with low occupational levels is representative. In the present investigation, a non-probabilistic sampling will be carried out due to the time limitation that exists to carry out this study; the subjects will be determined at the personal and intentional judgment of the author of this work, prevailing that they contribute to its development (González, s.f.). Due to the size of the population, 1% of the MYPIMES will be selected, and a total of 28 companies, 4 collaborators will be chosen from each one, resulting in a sample of 112 workers.

Technique: The survey is "the application of a standardized procedure" (Del Cid et al., 2011). It was composed of 28 items, written in affirmative sentences, elaborated with the guide of the operationalization of the variable, aimed at measuring 4 dimensions: work environment, professional development, work-life balance, and psychological well-being; Face-to-face surveys.

Processing: Excel spreadsheet tabulation - tabulating individually.

4. Results

A total of 112 workers were surveyed, from which descriptive information was obtained on gender, age, occupational level and time in the company. 74 male workers (66%) and 38 female workers (34%) participated. The age of the respondents was mostly concentrated between 31 and 40 years old, i.e., 39 people in this age range (35%), 28 employees between 20 and 30 years old (25%), 26 workers between 41 and 50 years old (23%) and the minority consisted of 19 workers aged 51 years or older (17%). In addition, there the cooperation of 18 managers (16%), 16 supervisors (14%), 31 from administrative areas (28%), 28 from technical areas (25%) and 19 from service areas representing (17%) of the sample, there was a participation of employees from various hierarchical levels of the company, which helped to determine the perception of emotional salary from different levels of management. Of the workers surveyed, 27 have been working in the company for less than 1 year (24%), 48 between 1 to 3 years (43%), 18 between 5 to 7 years (16%) and 19 more than 7 years (17%), which helped to obtain valuable criteria on what was inquired in the questionnaire.

Genre	**Frequency**	**Percentage**
Male	74	66
Female	38	34
Another	0	0
Total	112	100
Age	**Frequency**	**Percentage**
20 to 30 years	28	25
31 to 40 years old	39	35
41 to 50 years	26	23
51 years old or older	19	17
Total	112	100
	Frequency	**Percentage**
Occupational Level		
Management	18	16
Supervisor	16	14
Administrative	31	28
Technician	28	25
Services	19	17
Total	112	100
Time in the company	**Frequency**	**Percentage**
less than 1 year	27	24
1 to 3 years	48	43
5 to 7 years	18	16
greater than 7 years	19	17
Total	**112**	**100**

Table 4. Demographic results

The most relevant data obtained in the survey are shown below:

Work Environment Dimension:

Respondents mentioned that their bosses had developed creativity 28%, change management 23%, leadership 18%, resilience 17% and emotional intelligence 14%, which can be deduced that employers did innovate to respond to new circumstances; however, they have not developed emotional intelligence at this time, a necessary skill in times of crisis.

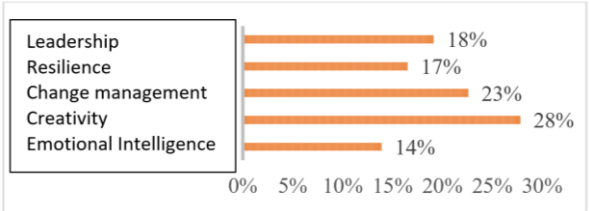

Figure 1. Post-COVID skills19

In item 1, it was identified that 28% partially agree that the company is concerned about having comfortable and healthy workers in their work environment, followed by 23% who disagreed. In comparison, 20% responded that they agree, followed by 15% who stated that they

agree and 14% indicated that they disagree, which shows that there are MSMEs that are incorporating initiatives in the care of employees.

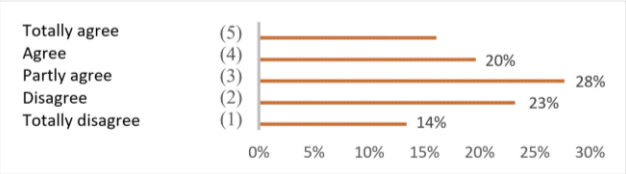

Figure 2. Comfort in the work environment

In item 3, 28% of the respondents agreed that during and after the COVID-19 situation, coordination between the work areas had been consolidated; 23% disagreed, 20% partially disagreed, 16% totally agreed and 13% disagreed.

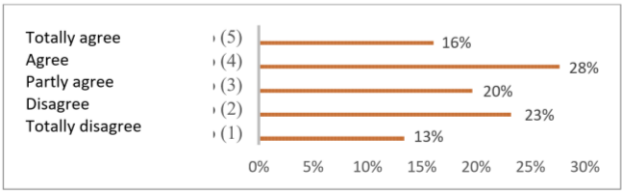

Figure 3. Teamwork during and after COVID-19.

Professional Development Dimension:

In item 27, 15% mentioned that they are promoted based on institutional trajectory, 12% on job performance and 10% on organizational capacity; however, 63% indicated no opportunity for job growth in the company.

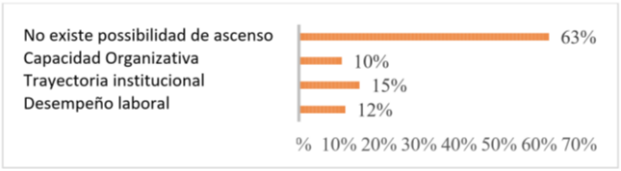

Figure 4. Upgrading of MSMEs

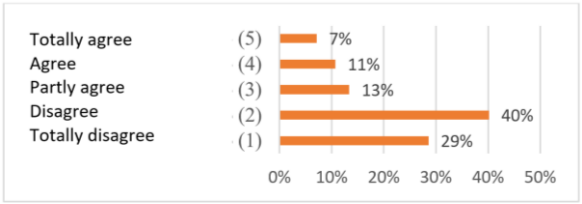

Figure 5. Training in the use of digital tools in MSMEs

In item 9, we asked whether the company provides training to meet institutional goals; 28% partially agreed, 25% disagreed, 19% totally disagreed, 15% agreed and 13% agreed.

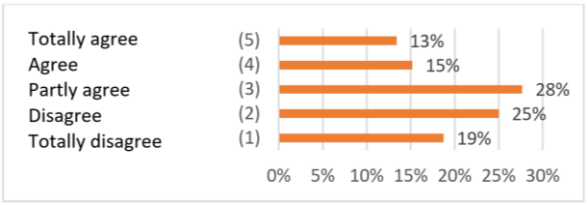

Figure 6. Continuous training

Work-life balance dimension:

Through item 23, it was asked whether the company is flexible in granting leave to workers whom COVID19 has infected to attend therapies; 25% responded that they partially agreed, 24% disagreed, 21% agreed, 17% totally disagreed, and 13% agreed.

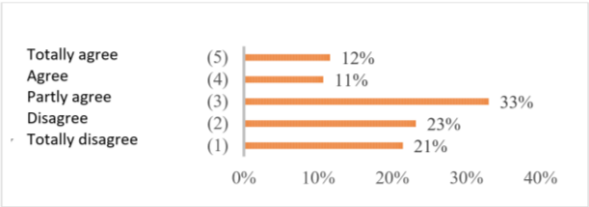

Figure 7. Flexibility

Psychological Well-Being Dimension

33% partially agree that achievements in the performance of their duties are praised by their superiors or co-workers, 23% disagree, 21% strongly disagree, 11% agree and 12% strongly agree.

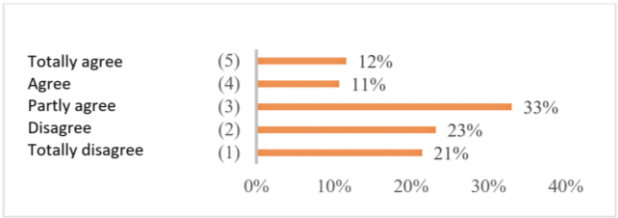

Figure 8. Recognition

SWOT situational diagnosis of the emotional wage in MSMEs in the canton of La Libertad.

The strengths, opportunities, weaknesses and threats of the emotional wage in MSMEs are presented through a matrix.

Table 5. SWOT matrix, emotional wage in MSMEs

	OPPORTUNITIES	**THREATS**
ANALYSIS - CROSSOVER OF VARIABLES	• **O1:** Innovation in human talent management as a post-COVID19 challenge. • **O2:** High number of unemployed with skills, abilities and willingness to work. • **O3:** Technical legal guidelines issued by the Ministry of Labor, the governing body for labor policies, for applying working hours modification.	• **A1:** There are few guidelines in the Labor Code that encourage emotional rewards in the workplace. • **A2:** Companies with better wage systems. • **A3:** Health crises affecting the human capital of companies.
STRENGTHS • **F1:** Compliance with current labor laws and regulations • **F2:** Personnel with ability to perform teamwork during the COVID-19 scenario • **F3:** Support from superiors for initiatives that strengthen the bonds of companionship in the company.	**FO (MAXI-MINI)** **Strategies to maximize both F and O** • **F1-O3:** Regulatory compliance - Legal guidelines for the mystery of work **F2-O1:** Staff working in teams - Innovation by the human talent area **Strategies for improving the work environment** • **F3-O2:** Support from superiors in job initiatives - Unemployed people willing to work	**FA (MINI-MAX)** **Strategies to minimize A and maximize F** • **F1-A1: Compliance with** regulations - Limited guidelines in the labor code. • **F2-A3:** Staff working in teams - Health crisis affecting human capital. • **F3-A2:** Support from senior management in job initiatives - Companies with good economic resources. **Work-life balance strategies**
WEAKNESSES • **D1.** Little interest from employers because they do not feel comfortable in their jobs. • **D2.** Little development of emotional intelligence in leaders • **D3.** Disappointment of workers when they observe that there is no job growth in the company. • **D4.** Lack of training in the use of digital tools to improve teleworking. • **D5.** Lack of professional development plans in the company.	**DO (MAXI-MINI)** **Strategies to Maximize O and Minimize D** • **D1-O1:** Low employee interest - Innovation on the part of the human talent area. **Strategies for professional development** • **D4-O2:** Lack of employee training in technology - Unemployed eager to work. • **D5-O3:** Lack of professional development plans within the company - Legal guidelines by the mystery of	**DA (MINI-MINI)** **Strategies to minimize D's as well as A's** • **D8-A1:** Non-recognition of labor in the company - Poor labor code guidelines • **D7-A2:** Failure to prioritize the well-being of workers in the company - Companies with good economic resources. • **D3-A3:** Disappointment of workers when they observe that there is no labor growth in the

• **D6.** There are no continuous training plans aligned with institutional objectives. • **D7.** No labor flexibility prioritizes the welfare of workers in the company. • **D8. They do not** encourage job recognition in the company.	work. • **D6-O3:** There are no clear objectives aligned to the institution - Legal guidelines by the mystery of work. • **D8- O1:** Non-recognition of work in the company - Innovation on the part of the human talent area. **Strategies to improve psychological well-being**	company - Health crisis affecting human capital. • **D4-A2:** Lack of employee training in technology - Companies with good economic resources. • **D2-A1:** Little development of emotional intelligence in the leaders - Scarce guidelines in the labor code

4.1 Foundation

The overall objective of this study is to design actions to increase the emotional wage in the private sector, specifically in micro, small and medium enterprises in the canton of La Libertad, considering the challenges faced by Human Talent Management in the post-COVID-19 era. Therefore, once the measurement of the emotional salary variable and the four dimensions addressed in this work have been analyzed through the indicators, it was observed that there are components that have not been considered in human resources management to date, much less have they strategically estimated the new trends in the administration of human capital in companies.

It is necessary to apply strategies in the dimensions: of work environment, professional development, work-life balance and psychological well-being that directly affect the work well-being of employees so that consequently, employers value to a great extent the importance of applying for non-monetary compensation in their work environment and keep workers more emotionally stable, productive and happy with their jobs. Therefore, strategies that are expected to be applied by employers studied in subsequent periods will be positively reflected in future research in the application of the emotional wage of MSMEs in the canton of La Libertad.

4.2 Development

According to the analysis of the situational diagnosis, the actions are focused on the following dimensions:

1. Presence of a healthy work environment
2. Contribution to the professional development of employees
3. Participation in the work and family balance of employees
4. Improved psychological well-being of workers

4.2.1 Healthy work environment in MSMEs.

Table 6. Strategies for improving the work environment

No.	Description of the strategy
1	Enhancing leadership styles in the company
2	Empowering employers and employees the importance of emotional intelligence
3	Evaluate physical working conditions

Actions to be taken:

- Identify the type of leadership through evaluating the competencies and skills of workers in charge of a group of people.
- Socialize the importance of transformational leadership style and emotional intelligence post-COVID-19 era.
- Raise awareness among all area managers, supervisors or coordinators of the imminence of a more humane, people-centered leadership through dynamic workshops such as role-playing, problem-solving and collaboration involving personnel from all levels of

management. In addition, due to the pandemic, will have to comply with biosecurity measures and, as far as possible, involve digital tools to protect workers' health.
- Implement contact breaks between managers and workers to encourage organizational listening.
- Effectively deal with people's negative behaviors to learn how to manage them without damaging the working relationship.
- To build a space of trust for workers.
- Motivate interpersonal relationships within and outside the company.
- Maintain a network of communication with all employees in order to be aware of any calamitous situations that may arise for employees or their families.
- Periodically evaluate the working conditions of employees.

4.2.2 Professional development of employees

Table 7. Strategies for professional development

No.	Strategy description
1	Establish an internal promotion system in the company.
2	Design a development plan focused on digital competency management.
3	Promoting continuing education with digital resources

Actions to be taken:

- Analyze absenteeism rates, approved leaves of absence for medical care, vulnerable groups, retirement plan, and employees' health conditions.
- Determine the human talent needs of MSMEs.
- Specify whether the promotion will be temporary or permanent.
- Define the job description and profile.
- Delimit criteria for promotion include training, seniority in the institution, work merits or organizational capacity.
- Review the internal professional profiles available in the MSME.
- Select workers who meet the requirements described in the job profile.
- Evaluate the capabilities and skills that candidates possess
- Selecting the right employee to be removed from the company

For the elaboration of the plan, it is recommended to consider four professional stages for the integral development of workers. According to (Slocum and Cron, 1995), the professional model should contain introduction, growth, maturity and mastery, characterized by different development tasks, activities and relationships. Actions to be followed for the elaboration of the plan:

- Conduct a diagnosis of the knowledge and skills possessed by workers specifically.
- Identify the employees' short, medium and long term professional growth interests to identify the individual purpose and skills to be developed.
- Define the mission and objectives of the plan; it is recommended that they be general, specific and strategic.
- Define the role of the Human Resources area and of the workers.
- Determine the training needs considering the importance of emotional intelligence and the development of technological skills in this era.
- Define the material, digital, technological, economic and human resources used.
- Establish a planning model for the professional development plan, establishing a starting point (present) and a finish line (future), objectives, activities and results.
- Establish and socialize the schedule for the execution of training courses, workshops and seminars.
- Develop parameters for measuring results at the organizational level, the human talent area and the objectives of each area.

To promote continuing education, we suggest:

- Prepare the training plan, including the rationale, objectives, summary, contents, methodology, resources, and execution schedule.
- Validate the training plan

- Searching for suitable trainers and making strategic alliances between private-public institutions to optimize costs.
- Elaborate in detail on the budget to be used
- Incorporate the use of virtual environments and platforms in training processes.
- Evaluate the extent to which participants' skills have improved,

4.2.3 Participation in the work and family balance of employees

Table 8. Work-life balance strategies

No.	Strategy description
1	Implement hybrid work models
2	Implement guidelines focused on safety and risk prevention.
3	Design equality and non-discrimination policies in the workplace.

Actions to be taken:

- Define flexible work arrangements with a focus on results-based management, regardless of the work schedule, according to the activity they perform, which may involve reducing working hours or working in face-to-face and remote modalities.
- Do not assign work during employees' rest days, sick leave, maternity, paternity or vacation periods.
- Review the workload in cases that are working periodically on an extraordinary basis.
- Investing in technology and providing workers with the necessary tools to develop their activities.
- Define an action protocol for the prevention and protection of health, hygiene and safety that establishes the objective, scope, definitions, legal framework, general and specific guidelines, procedures and references.
- Ensure biosecurity measures in the company.
- Seek mechanisms to implement life insurance.
- Adapt physical workspaces.
- Identify vulnerable workers and redefine job roles if necessary.
- Implement strategies to combat mental exhaustion.
- If there are workers' representatives, have constant dialogue.
- Establish labor equality and non-discrimination policies to guarantee equal opportunities for each employee regardless of gender, position, health condition or other.

4.2.4 Contribution to the psychological well-being of workers

Table 9. Strategies to improve psychological well-being

No.	Strategy description
1	Implement recognition actions
2	Incorporate challenging activities
3	Develop activities that strengthen self-esteem.

Actions to be taken:

- Public and private recognition for merit or years of service in the company.
- Congratulate employees through e-mail or virtual meetings on special occasions such as: Women's Day, Mother's Day, Father's Day, Christmas, birthdays, work anniversaries or academic achievements.
- Designation of representation at relevant meetings.
- Openness to decision-making and employees' ideas that contribute to company innovation.
- Establish spaces where employees can express personal or work-related situations, complaints and recommendations.
- Implement coaching and emotional intelligence workshops
- Provide psychological support for workers.

DIAGNOSIS

MSMEs are flexible organizations that adapt to changes, support households and contribute to

income and capital growth. However, in times of the pandemic, this sector of the economy was hit hard, where it is worth analyzing the impact of the restrictions established by the Ecuadorian government and, therefore, the measures taken by the authorities of the canton of La Libertad in the context of COVID-19. The objective of this diagnosis is to make known the events that left the various restrictive measures in full pandemic and where the emotional salary is a key factor in promoting the management of human talent, and new trends enhance the emotional retributions, as in addition to the economic ones to cause welfare in employees and maintain productivity in the MSMEs.

MSMEs have a superior role in achieving a financial and competitive system, and they are an option for poverty reduction; although they have minimum wages, they favor sectors with low financial conditions; these companies can increase their production capacity with the aggregation of technology, providing the opportunity to venture into new plans; however, they face difficulties in terms of funding sources. (Gómez, 2022)

The economic crisis created by COVID-19 was very rapid and generated weakness and instability in MSMEs (Laporte, 2020) The economic crisis created by COVID-19 was very rapid and generated weakness and instability in MSMEs, thus expressing a scenario of inefficient production or management systems. In addition, the total closure of small and medium-sized enterprises can lead to economic and social events, the loss of jobs, or the closure of their commercial premises.

Within the canton of La Libertad, there were different economic losses because people lived from their businesses or tourism, where people who lived here had to manage to pay for their homes. As everything was being controlled, the MSME sectors were looking for new strategies to capture the public's attention so their business could emerge.

STRATEGIES

- Exemptions on non-tax obligations to tenants of commercial premises, islands and municipal markets.
- Exemptions on tax obligations for the year 2020 for beneficiaries of entrepreneurship programs or projects.
- Extension of deadlines for payment of non-tax obligations
- To make an economic loan on the part of the GADs so that MSMEs can emerge and have more economic stability.

5. Discussion

The discussion of the results is based on the information previously collected; this is the point of the research in which it is possible to interpret all the points of view obtained thanks to the methodology and technique chosen, showing this discussion is a fundamental part of the project because it is a way of guiding the conclusions that will be drawn at the end of this review.

The applied technique was the starting point to achieve a database about the topic of emotional salary in the MSMEs of the canton of La Libertad; likewise, this database can be subjected to analysis and synthesis for the subsequent presentation of the results.

In the interpretation of results and discussion: the most important findings are reviewed, and the views and reflections of the participants and the researcher regarding the meaning of the data, the results and the study, in general, are included, in addition to evidencing the limitations of the research and making suggestions for future inquiries (Hernandez, 2018).

The development of this discussion shows the central findings and the limitations that the project had in order to be completed; it also includes the implications of the approach taken in the population surveys.

The analysis, discussion and interpretation of the results obtained were previously shown, and thanks to that, the study can obtain previous conclusions according to the participants' thoughts, events and situations related to the topic in question.

The main topics concerning the emotional wage in MSMEs in the canton of La Libertad were Comfort in the work environment, Teamwork during and after COVID-19, Promotion in MSMEs, Training in the use of digital tools in MSMEs, Continuous training, and Flexibility.

Involving these issues was necessary to obtain that objective point of view in which the respondent can tell the reality openly from his position without feeling compromised with his

answers since the surveys are completely anonymous.

In addition to these questions that were part of the survey, their respective graphs were added, where the analysis showed that the answers that were chosen repeatedly demonstrated a pattern that is repeated in the MSMEs of the canton of La Libertad, thanks to which conclusions can be obtained more quickly and accurately.

The implementation of strategies or recommendations will be based on the conclusions obtained from the respondents' answers; this application of strategies is necessary to solve the possible problems that have been found in the analysis of the database.

It should be emphasized that the strategies are established according to the issues to be solved; among the most important points in which it was considered that strategies were needed to solve a problem are Healthy work environment in MSMEs, Professional development of workers, Participation in the work and family balance of workers, Contribution to the psychological well-being of workers.

This discussion highlights the importance and significance of the whole study since, as could be seen in the results, a previous conclusion could be that the MSMEs of La Libertad canton are still far from establishing a meaning that matches what an emotional salary means to employees; the benefits currently provided by the MSMEs are not enough to meet the emotional needs of employees since the work currently demands much more dedication and sometimes this means much more stress.

Regarding the application of the regulations that relate to this issue of employee welfare, it was found that sometimes the lack of knowledge of these legal practices can cause discomfort among employees because employers do not know the benefits that the application of the law could provide, both for employees and the company.

The regulations related to emotional salary or employee welfare can be found in regulations such as Losep's regulations, the labor code and the constitution. Regarding the practice of these regulations, in the development of the study, a slight application of the regulations and their benefits was evidenced, which is why the correct application of the regulations would strengthen the objectives intended to be achieved with this research.

Finally, the application and practice of the strategies dictated in this study can result in significant benefits for the companies since the strategies have been established according to the answers in the surveys conducted to solve those shortcomings that were evidenced according to the emotional state and well-being of the employees.

6. Conclusions

The study allowed understand how the companies of the canton of La Libertad were affected by the pandemic of covid-19, generating significant effects such as the closure of some companies, staff cuts, and low sales that had to happen and among others, this caused a significant change and not only for the companies of this canton, so in large part one of the most important part to consider that would be of great help for the reactivation of the companies would be the part of human talent management.

It is necessary to face reality in terms of the pandemic that currently still exists; that is why the design of actions to increase the emotional salary within the canton of La Libertad will be and would be very useful because it would help not only to companies in this sector but to many in general, The search for information from reliable sources regarding works similar to the research was handy because it allowed having the more valuable and necessary information. It was also possible to see how in some other parts of the world, the pandemic of covid-19 directly affected the companies and the emotions of the personnel in charge, both administrative and operational.

The SWOT situational diagnosis of the emotional salary of MSMEs in the canton of La Libertad is of utmost importance because, in general, this technique allows to know what are the strengths, opportunities, weaknesses and threats that are present when performing this type of research was thus obtaining concrete, accurate and real information of the situation through which many of the organizations are going through, and also thanks to this tool you can get to find possible solutions for companies.

7. Recommendations

Within the companies, there must be a good order, which is in charge of the department of human talent management, but the era of covid19 was a time when many of the companies went through unexpected situations, which led them to make difficult decisions that would not benefit the employees or the company, This is why some of the companies in the canton of La Libertad did not reach the point of closing their doors and had to take extreme measures such as cutting staff, what is sought rather is to address the needs and shortcomings that are going through. In contrast, one of the suggested recommendations is to implement new techniques or strategies that allow you to stay ahead of the market no matter what happens.

It is of utmost importance to be clear that in order to carry out good research, it is necessary to have and look for additional sources compared to the topic that would be carried out, all this with the sole purpose of knowing more thoroughly the topic to be carried out, that is why for the development of the conceptual framework, it is suggested to make several consultations of external secondary sources which will lead to being able to relate the work with documents already done before and that, of course, will be of great help to better understand the topic.

On the other hand, it is also necessary to always make a diagnosis of SWOT situations, so it is suggested that always in each research work, not only perform the SWOT but to look beyond knowing each of these parts, try through this tool to find possible strategies to provide options for improvement to what is being done and applying it within the work was a great help because through the combination of this we could know various strategies that will allow seeking continuous improvement of small and medium enterprises in the canton of La Libertad.

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