Introduction.

As evidenced by the experience of developed countries and leading enterprises, the most valuable asset for any enterprise is its employees, with their skills, abilities, talents, physical, and psychological health. Therefore, at this stage of shaping modern society, one of the most effective methods to enhance a company's competitiveness in the market is to increase the productivity of its main asset - its employees.

However, in most Ukrainian enterprises, employees are considered only as "labor assets," without taking into account their individual characteristics and qualities, desires, and needs. Yet, it is precisely in these qualities that enormous potential lies, using which the enterprise can significantly increase its efficiency over the long term, with minimal financial expenditure.

In the conditions of a market economy, the relationship between an employee and the enterprise is built on the following basis: the goal of the enterprise is market success and profit maximization; the goal of hired employees is to receive material rewards and satisfaction from work. Skillful human resource management can maximize profit and ensure the competitiveness of the enterprise. Understanding the needs and interests that can serve as work incentives and influence employee behavior is the foundation of long-term stability and profitability for the business entity.

Modern management philosophy relies not on coercion but on motivational regulators built on an understanding of human psychological characteristics [24].

An important task facing management today is to search for effective mechanisms for managing human resources and an individual approach to each employee [19]. Research into the emotional component of employee needs and the motive for their activities enables the effective use of individual motivation methods and, as a result, not only increases productivity but also improves the psycho-emotional health and

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[7]**Authors:** *Liana Chernobay, Yuliia Shiron*

satisfaction of employees with their work.

Literature review. The correlation between emotions, needs, and the motive for employees' activities has been studied by many researchers. The connection between needs and the motive for activity is extensively explored in the meaningful motivation theories of authors such as A. Maslow, D. McClelland, and K. Alderfer.

Research on the relationship between needs and the motive for activity can also be found in the works of scholars such as Madsen K., Leontiev A.N., Pyryev Ye.A., S. Rubinstein, Nikiforova L.O., Kuzmin O.Ye., and others [1]. In their works, authors note that needs are formed under the influence of corresponding genetic programs. Transforming into motives, they accordingly influence the activity of the employee.

S. Rubinstein believes that a need is purely a physiological process, an unconscious want. When a need becomes conscious, it transforms into a psychological process and turns into a motive. It is the motive that determines the attitude toward activity [3].

Several researchers have investigated the correlation between the concepts of motive and emotions, including Dodonov B.I. [5], Bozhovich L.I., Dontsov A.I., Gutkina N.I. [4], Motruk T.O [15], and others.

In his research, Pyryev Ye.A. notes that the motive for human activity is the need to achieve emotions. He suggests that human actions are directed not towards achieving an object but towards obtaining positive emotions associated with that object.

The correlation between needs, emotions, and human activity has been explored by researchers such as Bozhovich L.I., Pyryev Ye.A., Gutkina N.I., Leontiev A.N., Vilyunas V.K., and others. In their works, the authors argue that any activity in which a person is willing to invest effort is aimed at maximizing positive emotions and minimizing negative ones.

Despite the extensive research conducted, there is still no established correlation between the concepts of emotions, needs, and the motive for employees' activities, which has formed the main goal of the research.

Results. The significant role of emotions in shaping the motive for employee activity has been demonstrated in the works of many scholars. At the core of any

activity or inactivity of an employee lies the achievement of anticipated emotions or the avoidance of negative emotions. Thus, emotions constitute the nucleus of the employee's motive for action.

Several interconnected motives, related by a common need or type of activity, constitute the system of employee motivation [16, p. 36].

Discrepancies arise among researchers regarding the primacy of the emergence of emotions and human needs. For instance, Pyryev Ye.A. argues that emotions shape human needs. Conversely, Leontiev A.N. suggests that needs generate corresponding emotions. We agree with the author V.K. Vilyunas, who distinguishes two types of emotions: those resulting from activity and those that form the basis of needs.

Based on our analysis of literary sources [18, p. 194; 4; 16, p. 35], we have proposed a scheme of internal activation of motives for employee activity through needs (Figure 1).
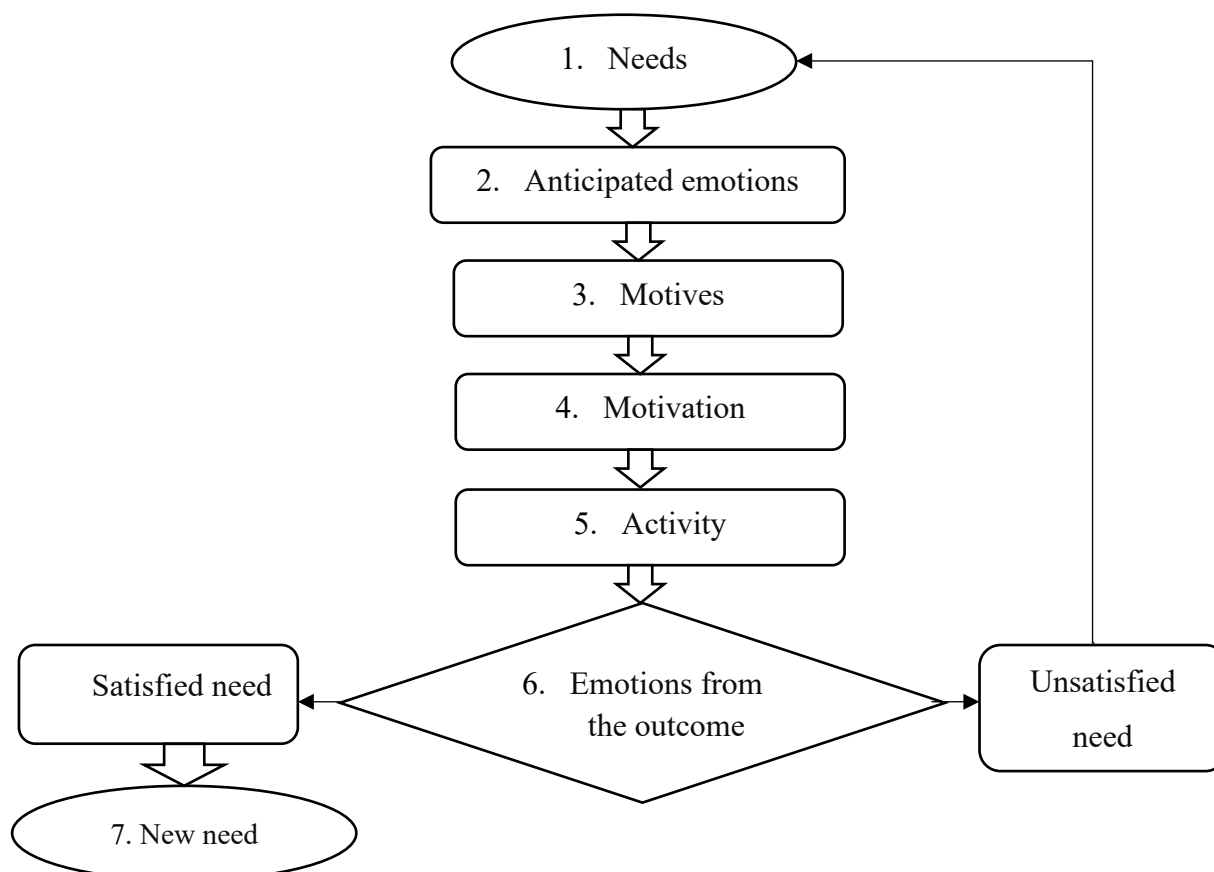
Fig. 1 - Sequence of internal activation of employee activity motives through needs

* developed by the authors

From the proposed sequence by the authors, it can be seen that there are two types of emotions:

- Anticipated emotions, which form the basis of the employee's activity motive;

- Emotions that represent an assessment of the achieved outcome of the activity and accordingly satisfy or do not satisfy the primary need.

The need is considered satisfied if the emotions from the outcome correspond to expectations. In case of discrepancy, the need is not satisfied. The fulfillment of the initial need activates the subsequent need of the employee and initiates the sequence of internal activation of their activity motives once again.

Let's conduct a study of employee needs according to Maslow's hierarchy of needs. In the theory developed by the author, all needs are arranged in the form of a five-level structure, which forms types of work motivation accordingly. At the base of Maslow's pyramid lie basic physiological needs. This group of needs is realized through comfortable working conditions and financial motivation instruments. The significance of monetary motivation—such as salary levels, bonuses, and other financial incentives—as a method to engage employees in improving performance results is crucial for every hired worker.

However, research shows that when an employee settles into a job and receives sufficient pay, they develop a desire to satisfy secondary needs [10]. It is also important to note that this method is costly and not always long-lasting. According to research, for employees, the size of financial incentives becomes significant when it is at least 30% of their salary for the period for which the bonus is paid (for example, an annual bonus should be at least 30% of the annual salary) [10]. Figure 2 depicts the labor productivity curve during salary growth. Practice shows that within a certain range of salary increases (C1, C2), the employee increases output, indicating a direct correlation between them. However, with a significant increase in salary, there comes a point (closer to C2) when the employee reduces work intensity, even with further salary growth. This limit represents the level of the employee's actual needs [22, p. 13]. Studies have also shown that salary increases stimulate employees for a maximum of 3 months. Then, there is an adaptation effect [10].
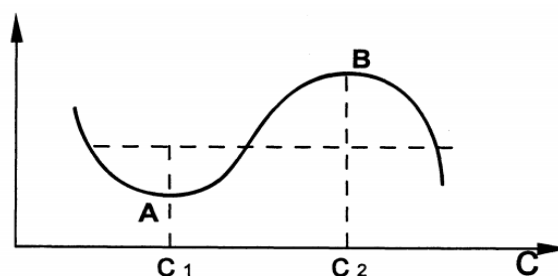
Fig. 2 - Labor productivity curve during salary growth [22, p. 13].

Where, C - represents the salary;

A, B - represent the minimum and maximum labor productivity, respectively.

Polish firms in their operations practice the use of the Total Remuneration Statement (TRS), which is an individual report for employees containing detailed information about the total value of their compensation. It includes data on base salary, bonuses, and employee benefits. Such documents not only provide information about important aspects of work but also easily contribute to increasing job satisfaction and company loyalty [9].

The need for security is one of the important psychological factors of an employee's employment. Modern operating conditions of enterprises are characterized by social and economic instability, the presence of many material and financial problems, which is quite often the cause of employees' feeling of uncertainty about the future, pessimism, lack of desire to create, work actively [12, p.29]. Therefore, psychological support from the company and the formation of a friendly team capable of providing support are important factors in creating a sense of security.

Confidence in employment stability can be reinforced by the company's image, growth dynamics, and status. Another interesting approach to motivating employees is the formation of a deferred compensation fund. Annually, a portion of the bonus is transferred to this fund, but the employee only gains the right to dispose of it after several years (typically 5-7 years) [10]. Thus, the company not only motivates employees for long-term cooperation, reduces staff turnover, but also demonstrates its confidence in future collaboration to employees.

The primary method of satisfying employees' social needs is the creation of a favorable socio-psychological climate within the team, manifested in people's attitudes

toward each other and their collective work. It also influences people's attitudes toward the world as a whole, their perception of reality. This, in turn, affects the individual's value orientations as a member of this collective [12, p.29].

The psychological need for respect is important. A significant motivational factor that can satisfy this need is providing employees with a sense of involvement in the company's successes. If an employee feels that his contribution is truly valued, he will exert even greater effort and take his work more seriously. The author of the well-known "Theory Z," William Ouchi, believes that the success of every company depends on involving employees in the decision-making process of the organization and caring for everyone about collective work – all of this increases motivation to work diligently, perseveringly, and diligently.

Also important is the sense of trust. Often, managers consciously withhold financial matters or future plans from their employees, considering the information confidential. However, such distrust does not always motivate. It has been proven by experts that providing employees with confidential information about the company, while emphasizing its non-disclosure, not only demonstrates trust in the employees but also enhances their significance for the firm [10]. Another motivating psychological factor is considering employees' opinions, possible advice, and feedback.

Another important motivational factor for employees is feedback. Because if an employee shows diligence and at the same time does not receive a response to his efforts, his self-esteem and willingness to perform may decrease. Simple praise or fair reward for achievements can be powerful motivators.

At the top of the hierarchy of needs is the need for self-actualization and self-development. It is important to note that motivation for self-development is important not only for the employee but also for the enterprise. The desire to develop and advance up the career ladder fosters productive and high-performance activities. Special attention in the process of organizing work should be paid to socio-psychological support in teams, creating an atmosphere of interest in transformations, overall personnel orientation towards the need for change in existing conditions, readiness for specialized training, and self-education [14, pp. 93-97].

In modern conditions, focusing on the basis of human needs in management systems, we believe that socio-psychological methods of employee motivation are the most essential and productive. It is also important to have the flexibility to vary these methods according to the financial capabilities of the enterprise, as the cost of these methods can vary, ranging from free methods such as changing management attitudes, moral support, gaming forms, and others, to more expensive ones.

Professor Andrew Oswald, one of the three researchers at Warwick University who conducted a study on the impact of happiness on productivity, said that companies that invest in supporting and satisfying employees generally succeed in creating happier employees. The results of this study showed that increasing happiness levels led to a 12% increase in productivity, while unhappy employees were found to be 10% less productive. As the research group noted: "we found that human happiness has a significant positive causal effect on work productivity." At Google, employee satisfaction levels increased by 37% as a result of these initiatives, indicating that financial incentives are insufficient for highly productive employees" [8].

However, it is also important to note that the forms and methods of motivation in corporations and other enterprises are constantly diversifying because, as Novikova L. asserts, any element of the motivation system has an activating effect for two to three months; subsequently, it becomes a norm, and it is necessary to constantly interest the staff [17, p.49].

To explore the emotional component of employees' needs in their motivation system, it is essential to refer to motivation theories that examine the relationship between employee needs and work motivation, namely substantive theories of motivation. In studies of the main motivation concepts through needs, the works of researchers such as Abraham Maslow, Frederick Herzberg, and David McClelland have gained the most significant importance.

One of the most well-known among the substantive theories is Maslow's theory, which we have already mentioned, that classified human needs based on their impact on worker motivation, dividing them into primary and secondary. Later, this theory was supplemented and refined by psychologist G. Murray and other researchers.

Zakharchin G.M. explores the employee development process based on Maslow's pyramid typology, equating levels of development with changes in employee needs, according to the aforementioned typology [6, p.10].

However, in his research, the author does not consider the individual characteristics and accumulated experience of employees. For example, some employees aspire to power, self-expression, while the majority are indifferent to these categories. Life experience is of great importance: for those who have been unemployed for a long time, the stability factor remains the most crucial throughout their lives [19, p.6]. Nikiforova, in her dissertation, notes that considering human origins from an evolutionary line of animal ancestors, behavioral programs such as the pursuit of leadership, recognition, progeny continuation, etc., are considered genetic. For example, individuals with a strong genetic leadership program can be identified even in kindergarten. The totality of these program data has varying "activity," which can change under the influence of various factors, such as age, marital status, children, education, financial status, etc. Significant influences are also the prerequisites that a person cannot choose or change: gender, temperament, social stratum in which the person grew up [16, p.14].

In his theory, K. Alderfer identified three groups of needs: growth, relatedness, and existence. According to K. Alderfer's theory, needs are satisfied in an ascending order. If the satisfaction of higher-level needs is not possible, the activation of lower-level needs intensifies. As we can see, the difference between K. Alderfer's and A. Maslow's theories lies in the fact that, according to A. Maslow, the movement from one need to another occurs only from bottom to top, whereas K. Alderfer believes that the movement occurs in both directions: upwards if the need of a lower level is not satisfied, and downwards if the need of a higher level is not satisfied [22].

The author of the Herzberg theory identified two completely different sets of factors associated with feelings of job satisfaction and dissatisfaction in his research. The aspects Herzberg referred to as hygiene factors related to feelings of dissatisfaction. Company policies, working conditions, and safety measures are potential sources of job dissatisfaction only when they are unsatisfactory. On the other

hand, factors called motivators, such as recognition, responsibility, career advancement, and other forms of personal encouragement, can successfully increase work productivity. Herzberg's theory is a natural extension of Maslow's theory: motivators are concentrated at the higher levels of Maslow's hierarchy of needs, whereas hygiene factors represent the needs of lower levels [7].

In his theory of motivation, David McClelland, also known as the theory of three needs, proposed three groups of activity motives based on three basic human needs: achievement motivation (need for achievement); affiliation motivation (need for affiliation); power motivation (need for power). The need for achievement within Maslow's hierarchical structure lies somewhere between the need for esteem and the need for self-expression. It manifests in an individual's desire to tackle challenging tasks, achieve high standards of work quality, and outperform others. Motivation based on the need for affiliation is similar to Maslow's motivation. Such individuals are interested in the company of acquaintances, establishing friendly relationships, and providing assistance to others. The need for power is often expressed as a desire to influence other people. Compared to Maslow's hierarchy, the need for power also lies somewhere between the needs for esteem and self-expression [7].

It is also worth considering the research on human needs and motives by K. Madsen. The author proposed to categorize all motives according to human needs into four groups: 1) organic motives (hunger, thirst, sexual desire, pain, etc.); 2) emotional motives (fear or desire for safety, aggressiveness or combativeness); 3) social motives (desire for social contact, power, thirst for activity); 4) activity motives (need for experience, physical activity, curiosity, etc.) [11].

Table 1 summarizes the results of studies on substantive theories (A. Maslow, D. McClelland, K. Alderfer [21], and Madsen [11]).

The emotional component of employee motivation (Figure 1) and the employee's need to achieve expected emotions form the motive for their activity (Table 1). In turn, the activity or inactivity of the employee is directed towards achieving expected emotions or avoiding negative emotions.

Table 1 - Correspondence of Needs according to A. Maslow with Needs according to D. McClelland, K. Alderfer, and Motives according to K. Madsen

A. Maslow	K. Alderfer	D. McClelland	K. Madsen
Need for self-actualization and self-development	Growth needs	Achievement motivation (need for success), power motivation (need for power)	Action-oriented motives
Needs for esteem	Affiliation needs		Emotional motives
Social needs		Affiliation motivation (need for belonging)	Social motives
Safety needs	Existence needs	-	Emotional motives
Physiological needs		-	Organic motives

Note: Systematized by the authors based on A. Maslow, D. McClelland, K. Alderfer, and K. Madsen.

In this context, the results of Courtney U-.E. research on the emotional component of work motivation are important. In her work, she identifies the potential success or failure in work as the primary factor determining the effectiveness of employee activity. Success, in turn, serves as not only an internal motivator but also a supra-situational activator of activity. The internal motivator is explained by the desire to achieve satisfaction from successful outcomes. The external one can be outlined as the need for self-expression, recognition, and esteem [13].

Table 2 presents the results of the systematization of research on the emotional component of achievement or avoidance motivation proposed by Courtney U-.E.

Table 2 - Internal and External Emotional Components of Employee Motivation*

Types of motivation.	Internal	External
Achievement (anticipated emotion)	Desire to derive satisfaction from accomplishments, to achieve success, assert oneself.	Need for self-expression, social growth, respect.
Avoidance (negative emotions)	Fear of consequences of failure, decreased self-esteem, failure to achieve set goals.	Fear of not achieving (losing) social status, condemnation, or criticism.

*Based on [13, pp. 109-110]

Courtney U.-E. also notes that during task execution, an employee may experience internal conflict between the desire to achieve success, which activates the internal drive for action, and the desire to avoid failure. As a result of determining this

conflict using algebraic methods, an index is obtained that characterizes the strength of achievement or avoidance motivation [13, pp. 109-110]. Therefore, the activity of an employee is determined by the desire to satisfy their needs and fulfill anticipated emotions. Based on the results of the conducted research on the internal activation of activity motivation through needs taking into account the emotional component (Figure 1), we propose directions for increasing employee motivation. (Table 3).

Table 3 - Increasing Employee Motivation Considering the Emotional Component (Using Maslow's Theory as an Example)

Maslow's Need Category	Types of Employee Needs	Emotional Component of Employee Motivation*
Physiological Needs	Salary, food, warmth, comfort, working conditions, and workplace equipment, additional payments.	Desire for comfort.
Needs for Safety	Medical insurance and life insurance, pension provision, stable employment, psychological support, team support.	Desire for peace and security.
Social Needs	Organizing joint informal events, a healthy microclimate in the team, participation in joint sports and other activities.	Desire for social belonging, support, understanding, and satisfaction from communication.
Needs for Esteem	Participation in company activities, feedback, fair praise, bonus, public recognition, gifts, individual approach to each employee.	Desire for self-confidence, significance, and importance to the company.
Self-actualization Needs	Opportunities for career advancement, ability to show initiative, training, skill improvement, development of psychological resilience, measures to improve physical health.	Desire for satisfaction from achieved self-assertion and self-confidence.

Note: Developed and *supplemented by the authors based on Maslow and [2; 23].

Taking into account the emotional component allows for the formation of an effective system of motivational measures, which will enable the achievement of common goals for both the company and the employee.

Conclusion

As a result of the study of the emotional component of employee motivation, we have proposed a sequence of internal activation of employee activity motives through needs. It was determined that the employee's need to achieve the expected emotion forms the motive of his activity. The need is satisfied when the emotions received from the activity's outcome match their expectations. Fulfilling the employee's needs allows to increase his motivation and the productivity of his activities, which contributes to the achievement of the common goals of the company and the employee.