

Personality-Related Factors of Self-Fulfillment in Professional Activities

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Abstract

The article contains analysis of processes and mechanisms for self-fulfillment in professional activities, describes its criteria. It includes results of empiric research of personal determinants behind the individual's self-fulfillment, broaches the difficulties faced by an individual in his/her self-fulfillment. The work is oriented on the review of personal determinants of the professional self-fulfillment. Authors conducted a survey on the personal determinants of self-fulfillment. It has confirmed that level of self-fulfillment is linked, primarily, with achievements in professional activities and particularities of motivation. The work asserted that people with a high level of self-fulfillment are in their perceptions more oriented on themselves, self-analysis, achievement of professional results and people with average and low levels of self-fulfillment are more oriented on approval by manager, attainment of status. An individual should be able to transform difficulties and obstacles in order to create new circumstances or change them due to personal transformation of goals, intentions, expectations and claims.

Keywords: self-fulfillment, professional activities, personal determinants

1. Introduction

Nowadays, the issues of self-fulfillment, personal efficiency and competitive performance are becoming even more critical. This is caused by the life activity growth, complications in processing of significant volume of information, high level of competition, particularly in the field of professional activities. There is an ever-increasing number of companies arriving at the conclusion that the personnel is the most important asset, that needs to be developed and maintained for the purpose of enhancement of efficiency in the entity's functioning. Therefore, the need for training and advancement of the employees' professional skills is critical; the services of coaches, entity's psychologists and personal career consultants are becoming in ever-increasing demand. At the same time, the majority of entities are faced with a problem of low efficiency of the applied programs, trainings, consultations among the employees, since the above measures are forced upon the employees and are not supported by personal initiatives; therefore, prior to applying various strategies for personnel development, one should identify those individuals who are indeed interested.

Lately, one observes an ever-growing interest towards technologies of professional development of a party of professional activities. This issue becomes a critical scientific and practical challenge, because the contemporary society undergoes rapid complex innovations in the professional field, witnesses extension of a range of professional activities, changes in social and economic relationships. These factors predetermine availability of new requirements to a party in charge of activities, process of its development and self-fulfillment, which explains a timely character of the present science paper, its goal, a circle of science-related tasks, methodological basis and directions for practical implementation.

2. The Purpose and Goals of the Research

The purpose of the present research consists in theoretical substantiation and survey into practical results of influence of personal factors of self-fulfillment on professional activities of employees. The purpose set has pre-determined a circle of research tasks, which are proposed for resolving during the research, specifically:

1) Research into the essence of the self-fulfillment phenomenon, its inter-relation with, and difference from, similar notions: self-development, self-determination, self-perfection and self-actualization;

2) Definition of the notion of professional self-fulfillment and development, particularities of creation of professional conscience as a consequence of professional self-fulfillment, its components;

3) Research into personal factors of self-fulfillment, levels and mechanisms of personal development;

4) Practical research into results of influence of personal determinants of self-fulfillment on the professional activities of employees through respondents' polling and creation of volume of data pertaining to the results of assessment of the issues under research, in accordance with the following directions:

- Study of conduct strategies in a conflict;
- Study of interpersonal relationships;
- Study of particularities of social and psychological adaptation of personality;
- Motivation behind professional activities;
- Analysis of motivational structure of personality;
- Characteristics of motivation behind avoidance of failures;
- Research into motivation behind success;
- Characteristics of carrier orientations;
- Research into orientations in professional activities.

3. Methods and Tools

Our work is oriented on review of personal determinants of the individual's professional self-fulfillment. As to the diagnostics of the process of professional self-fulfillment, the methods' base is being elaborated primarily for the purpose of analysis of personal self-actualization. It is caused by the fact that it is quite problematic to take into consideration all components of self-fulfillment.

The process of personal self-fulfillment should be analyzed, giving due consideration to the individual's ontogenetic development, its personal qualities, place and role of the abilities and interests, formation of a party to labor-related activities, problem of finding a way in life and self-definition, identification of the requirements set by the profession, development of professional conscience and self-conscience.

For the purpose of researching into the personal determinants of self-fulfillment, we conducted a survey in which 213 persons were interrogated. The choice of the survey participants was random, and the only requirement set consisted in availability of no less than 5 years of tenure.

The survey took several stages:

- 1) Election of methods for survey into the particular personal features of the interrogated persons and compiled a questionnaire for analysis of the respondents' results.
- 2) Testing, filling in questionnaires (results of evaluation, self-reports), interrogation of the respondents' managers.
- 3) Analysis of research results.

For collection of initial data, we applied the following methods:

- Method of research into the behavioral strategies in a conflict by K. Thomas;
- Method of diagnostics of inter-personal relationships by T. Leary;
- Methods for researching into social and psychological adaptation of personality by K. Rodgers;
- Methods of researching into motivation of the professional activities by K. Zamphir;
- Methods for diagnostics of the personality's motivational structure by V. E. Millman;
- Methods for the individual's diagnostics for motivation to avoid failures by T. Elers;
- Methods for the individual's diagnostics for motivation to success by T. Elers;
- Questionnaire "Career's Anchor" by A. Sheyenne, orientational questionnaire by B. Bass.

In addition to the above, we requested the immediate managers of the employees who participated in the survey to evaluate their subordinated employees' activities.

4. Research into the Essence of Self-Fulfillment

The complicity of researching into self-fulfillment in science is primarily explained by the complicity of its

unbiased comprehension. Ambiguity and complicity of the researched phenomenon makes us start looking for a solid platform of the objective methods for research into the individual's self-fulfillment in profession.

The contemporary science possesses numerous similar notions pertaining to the phenomenon under review: self-development, self-definition, self-perfection, self-actualization. However, not all scholars agree with similarity of the above definitions.

Ye. V. Fedosenko and I. S. Sedunova emphasize the interdependence of the dichotomy "self-development-self-fulfillment". The self-fulfillment serves as a form of mandatory momentum in individual line of human development, without which the all-out self-development is impossible: "self-fulfillment in its development supposes consistent accumulation and integration of self-development's phenomena (self-comprehension, self-identification, self-understanding, self-perception, etc.) as a mandatory condition of one's reproduction" (Fedosenko & Sedunova, 2014).

Derkach (2010) points out that self-definition and self-actualization determine an active connection between, and mutual interdependence of self-development and self-fulfillment. Self-definition ensures definition and evaluation of an individual as well as ability "to correlate between the set goals and chosen means and the action situation" [3]. Self-actualization serves rather as a start-up mechanism for launching self-fulfillment. In our opinion, this is a main difference of self-fulfillment from self-actualization.

Ye. A. Klimov points out to the fact that self-fulfillment is "the individual's choice of vector in its activities, field for application of the individual's efforts, a way to implement oneself". Such choice is determined by the individual's method of life, optimistic nature of the mindset, the individual's self-understanding and understanding of one's place in the world (Klimov, 1996).

The main way to self-fulfillment consists in the process of activities and creativity: it is impossible to reach self-fulfillment without carrying out activities, an individual has no other possibility to implement oneself: only by undertaking efforts one may reach self-fulfillment. Given that the types of human activities are diversified, one may state that the fields of self-fulfillment are also diverse.

We propose to use the following criteria for the management's orientation in the process of employees' selection, choice of the employees who should be further trained and whose skills need to be enhanced:

- 1) Ability to apply the obtained knowledge and skills in practice (based on the training results);
- 2) Striving to self-fulfillment in professional activities.

In order to evaluate the first criterion, one may use the questionnaires to be filled in by both employees and their managers, in order to identify regularities in application of knowledge in practice.

The second criterion assumes the assessment of professional activities which take one of central places in the lives of majority of individuals who provide their time and efforts thereto: it is in such field that a major part of one's abilities is developed, personal and carrier growth takes place, certain status in the society is achieved, and a financial vector of life activities is secured. Let us consider such aspect of self-fulfillment in thorough detail.

5. Professional Self-Fulfillment and Development

The individual's abilities may be fulfilled to the fullest extent only if such individual carries out the activities which are of social importance, and if the process of carrying out such activities is determined not only by the external factors (social needs), but also by the individual's internal needs. In such instances, the activities become self-activities and fulfillment of the individual's abilities becomes a process of self-fulfillment.

It is obvious that psychological research into the professional self-fulfillment of an individual should contain a record of principles of living and senses of living, values in one's living style, ideals, opportunities, achievements of an individual, as well as research into various components of the professional self-consciousness structure on the basis of psychological theory of activities, allowing analysis of such components of the activities' system as motives, goals, professionally critical qualities, etc.

Availability of independent researches under the emphasized approaches requires declaration of the integral idea of phenomenon of professional self-fulfillment, which is impossible without identification of its sense-related and process-related components, determination of the structure and personal determinants of the party's professional self-fulfillment.

R. R. Ishmukhametov presumes that the individual's orientation on self-development in profession has great significance: the individual's orientation on career determines the ability of self-fulfillment in the chosen field (Ishmukhametov, 2010).

However, we presume that at the current stage the issues of self-fulfillment appear to rank second, and even, quite often, to rank third, which is explained due to the social and economic conditions making an individual taking care of the necessities of life. For this very reason, total deformation of the strive to self-fulfillment in professional activities is taking place.

Thus, professional self-fulfillment is a continuous heterochronous process of human development in its conscious activities during the life-time.

During the process of professional self-fulfillment, an individual's professional conscience is originated and developed; it should be pointed out that the following components are included into the professional conscience:

- Acceptance of one's belonging to a certain professional group;
- Knowledge of a degree of one's correspondence to the ideals in profession, system of professional roles;
- Knowledge of a degree of acknowledgement in a professional group;
- Knowledge of strong and weak points, ways for advancement, zones of potential success and failure;
- Idea of one's place in work-related activities in the future (Klimov, 1996)

The level of development of the above components may be taken as a criterion for evaluation of a degree of the individual's self-fulfillment in profession.

It should be pointed out that not all professional occupations and professional motivations may serve as a foundation for self-fulfillment. Due to the fact that it is attained primarily as a result of the all-out will efforts, such activities are extremely energy-consuming and, therefore, tiresome, exhaustive and forthwith leading to emotional burn-out. In order to ensure self-fulfillment, the professional occupation should be attractive, interesting for the self-fulfilling individual and ensuring attainment of general social and individual values of labor and supremacy of the labor values in the human hierarchy of values.

The efficient performance of professional activities, accompanied with high and considerable results is also accompanied with the "peak experience" attesting to a high level of the individual's satisfaction with the gained results (Fedosenko & Sedunova, 2014). The peak experiences mean the individual's condition at the moments of rise, victory, inspiration, completion of a well done project. In such moments, an individual feels mostly integrated and saturated with positive emotions. They are available to a person in any professional field.

S. D. Maksimenko and V. I. Osyodlo emphasize that the below aspects should be taken into account in connection with researching into the professional self-fulfillment (Ishmukhametov & Osyodlo, 2011):

- 1) Professional self-fulfillment is important in the process of professional shaping of an individual, because professional activities are a criterion enabling one to comprehend, whether he or she is successful in life or not. As to the professional component of the individual's way in life, the choice of profession is deemed to be the first priority in the psychological researches. However, the issue of subsequent shaping a vector of professional way, psychological mechanisms of professional growth and success in profession are not covered by the researchers. This pre-determines the necessity to clarify the notion of the individual's professional self-fulfillment and research into the personal determinants of such process.
- 2) In researches, the analysis of professional self-fulfillment is undertaken in correlation with studies of the individual abilities for creative transformation of various aspects of the personality. The key issues in such researches is the problem of definition of reasons and determinants of the self-fulfillment process: should the self-fulfillment be deemed as a natural-born quality, a pre-determined human ability and should its process determination be acknowledged; in other words, should we agree with the concept that everything begins "here and now".
- 3) A foundation for efficient professional activities consists of the possibility of self-fulfillment in creative activities. Though, unfortunately, quite often the motives behind the individual's labor-related activities do not include striving to self-actualization through creative working activities; they include, rather, intention to satisfy the individual's biogenic and sociogenic needs of a lower level. Therefore, it is very critical to identify psychological conditions for professional self-fulfillment of an individual, in other words, to what extent an individual associates its personal sense of existence with the professional activities.
- 4) The importance of the phenomenon of professional self-fulfillment plays an important role in all forms of personal fulfillment: the personality-related, social, etc.
- 5) Professional self-fulfillment enables each specific individual to shape rather clear boundaries and benchmarks for the potential and desirable aspects: actions and deeds, activities and behavior, working in general. Due to the

professional self-fulfillment, it is possible to establish social and psychological environment for the individual professional life, professional gist and principles, values and ideals, norms and rules. The professional future, which is perceived by an individual as potentially feasible, carries out the functions of the party to process of regulation and, as a target of professional way, influences the choices made in one's life, deeds and activities of a party, vector of its professional development and fulfillment of the professional potential. This allows characterizing the subjective perspective of the individual's professional way as a necessary prerequisite of professional self-fulfillment and pre-determines the need of its further analysis. At the same time, the professional component of the individual's way of living and the individual's professional self-fulfillment serve as a potential implementation by an individual of its internal existential potential in the professional activities.

6) The environment designed by a party includes the most important events and phenomena of the activities expressing the individual's qualities as significant and needed both by the individual and others (self-expression), self-implementation (implementation of the individual's potentials), self-affirmation, independence (ability to make plans, regulate the targets of the individual's activities in connection with reflexion and self-reflexion), creativity (ability for autonomous behavior, self-regulation and inter-party interaction), self-education, confidence in oneself, consistency in attainment of goals, ability to defend rights, etc. A high level of self-fulfillment is a result of origination of the subjective conscious view on the individual's way to identify, implement and justify the forces making such individual's essence.

A professional occupation should be interesting, attractive for an individual seeking for self-fulfillment. The individual's orientation on self-development in the profession is of critical importance. The individual's career aspirations also determine a possibility to reach successful self-fulfillment in such field. All of the above factors are important for both employees and management of any entity, since the individuals with accentuated striving to self-fulfillment become the key employees serving as a foundation for enhancement of the entity's competitiveness. The management is ready to invest into such employees.

From the viewpoint of the personality-oriented approach, professional self-fulfillment is closely linked to securing formation of the moral and spiritual self-consciousness and development of personal values, based on priority satisfaction of fundamental needs.

6. The Personality-Related Factors of Self-Fulfillment

The contemporary society sets higher requirements to the availability of creative activity in a party of activities, to the ability to find new ways for resolving problems, to tackle issues in a new manner, find new forms of working, ability to influence other individuals.

Studying development of ideas regarding to personal self-fulfillment, we may arrive to the conclusion that it is primarily treated in the context of philosophical and sociological approaches. According to the first approach, the scientists are attracted by the world-outlooking nature of self-fulfillment, culturological models of a living style and individual's prospectives in life. The main part of issues pertaining to the self-fulfillment under the second approach may be attributed to the sense-of-living and value-related orientations, their dynamics and development of the individual self-consciousness.

In the contemporary social, cultural and professional environment, the issue of personal self-fulfillment is determined by the internal process of understanding oneself through self-actualization, self-determination, perception of "psychological me", and activity-related self-fulfillment.

The representatives of humanistic approach in the psychological science emphasize that the pre-condition of creation and implementation of the personality's self-fulfillment consists in the psychological mechanisms which enable development of human ability to perceive and understand oneself, as well as formation of skills for self-identification and self-understanding through self-movement towards the personal and professional aspects (Morozova, 2013).

In theoretical analysis of mechanisms of personal self-fulfillment, it is important to determine their content-richness, processing and functional importance. As to the contemporary researches, the following should be emphasized: according to the scientists, level of personal expectations, satisfaction with results of one's activities, ability to self-regulation, tendencies in movement of inner self, personal self-assessment and orientation towards the evaluation by the surrounding persons, specific features of formation of the values' and motivation spheres, serve to be main factors and psychological mechanisms of personal development (Morozova, 2013; Skitovich, 2014).

The contents of internal mechanisms result in availability of emotional stress causing taking an action and deep self-consciousness enabling to attain a goal (Pechersky, 1992). At the same time, the ability to experience an

emotional stress not only creates an action; it also determines the individual's level of perceiving and feeling the values, which activate such individual, focus the individual's spiritual energy, predetermine changes in such individual and feed his or her soul.

Based on such standpoint, it should be pointed out that role of the mechanism of emotional mediacy (stress) depends on efficiency of the methods and means of personal self-identification. In our opinion, the acme of emotional stress and an important factor behind integral spiritual development of the personality is the satisfaction arising during professional and creative activities, communication.

Based on results of analysis of respective literature, we made an attempt to systematize the individual's factors of self-fulfillment.

The individual's self-fulfillment is personal development assuming such individual's high level of activity. If the individual's activity is insufficient, but social environment inflicts a significant influence, then the individual's personal shaping takes place according to the principle of adaptation.

Thus, we would like to define adaptive factors which determine the individual's adaptation during his or her lifetime to certain conditions of existence and self-fulfillment. The experience shows that success of social and psychological adaptation of an individual depends on the level of such individual's internal potential (needs, abilities, orientation, mindset) and experience (educational, intellectual, professional, social and cultural) (Levistkaya, 2014).

Another group includes psychological and physiological factors which pre-determine dynamics of development of feelings, perception, memory, thinking, imagination and will.

An essential aspect of achievement of personal self-fulfillment consists in development of imagination, which extends the horizons of personal activities beyond the limits of individual experience, emphasizes the demonstration of feelings and emotions, and determines a creative nature of style in professional self-fulfillment.

Among the factors of formation of the individual's readiness for self-fulfillment, we also distinguish the need for achievement of success (professional, personal...), degree of development of creativity and motivational field of personality.

The emphasized characteristics form the nature and immediate reactions in individual's conduct; depend upon efficient life activities and conditions of production process, role of the manager, environment, communication with the persons surrounding the individual; pre-determine the use of communicative and activity-based approach ensuring the comprehensive nature of process of the personality's shaping.

Given such approach, the final result of personal self-fulfillment consists in the individual's gaining satisfaction from life as the highest goal and main motive of human conduct invoking development of gift and abilities.

Numerous scientists consider self-fulfillment primarily as a conscious, goal-oriented process of identification of the individual's potential and concretization of the individual's vigor in its various practical activities. Despite the idea of self-fulfillment as the individual's implementation of its potential, such implementation was not researched; however, certain definition of such phenomenon may be found in the specialized literature. Numerous psychologists broached upon the notion of personal potential; they included the human development as personality and as a party of activities into such notion. Striving to fulfillment of one's abilities is present in each person and, according to the representatives of various psychological schools, is the most important quality and a necessary element of a living style of a sound and mature individual.

The self-fulfillment is characterized by the situation when an individual becomes a part of his/her own development. This is confirmed by the opinion of F. Barron, who presumes that an ability to design oneself due to creativity is a main function of the individual (Barron, 1990).

A. K. Osnitsky emphasizes the fact that individual needs availability of the "complex experience", including:

- Value-related experience (related to the formation of interests, moral norms and preferences, ideals, convincements);
- Operational experience (comprising general labor-related, professional knowledge and skills of self-regulation);
- Experience related to reflexion (knowledge of the individual's abilities correlated to the professional requirements);

– Experience of habitual activization (which means preliminary preparation, operative adaptation to the changing working conditions, anticipation of certain efforts to be taken and certain level of success to be achieved) (Osnitsky, 1996).

Such experience ensures a certain level of success in professional activities: the wider is the range of personal values and the field of personal competence, the higher is the level of knowledge of the personal particularities and abilities and readiness to carry out activities and undertake efforts are, the more significant and serious will be results of such person's self-fulfillment.

G. P. Gornostay points out that there are three levels of development: maturing (development according to the internal program), formation (interiorization of external influence, assimilation, adaptation) and self-fulfillment (exteriorization, creative activities, creative life), and that the factors and results of activities are inter-related (Table 1) (Gornostay, 1990):

Table 1. Individual's development levels

Development level	Development factors	Development result
Maturing	biological	man/woman
Formation	social	personality
Self-fulfillment	subjective	individual

When G. S. Kostyuk was researching into the inter-connection between the heritability, environment and upbringing and the person's development (when the newly acquired qualities become internal conditions of development), he arrived at the conclusion regarding a basic idea of self-fulfillment: "there are certain highest forms of self-movement for a developing personality, that arise, and such forms are expressed in the individual's conscious achievement of goals, striving to work on developing oneself, maintaining certain qualities, being guided by a definite benchmark, and taking control over the forces of one's nature. If such persistence is available, an individual is able, to a certain extent, to control its own mental development" (Kostyuk, 1940).

The personality's formation mechanism may be presented in the form of the following chain of spontaneous development situations:

Scheme 1. Mechanism for development formation

Spontaneous situation of development → needs contradictions → activity development

The development assumes formation of new needs (secondary, tertiary, etc.). In addition to the activity arising out of basic needs and aimed at adaptation in the specific situation, there is a super-situational or non-adaptive activity of an individual, according to Petrovsky (1992). The sources of development are the needs in self-fulfillment, which are, in their turn, a product of personal development. Such process may be depicted on the scheme which was conventionally named by us as the subjective development situation. It represents a higher spiral development turn in the development of personality and individuality.

Scheme 2. Mechanisms of formation of self-fulfillment

Subjective development situation of a need in self-fulfillment → contradictions → creative activity → self-fulfillment

It should be pointed out that at the previous level, choice of a way in life was affected primarily by the environmental influence, whereas at the subsequent levels a personal, often conscious choice made by the party to the process of forming one's self and self-fulfillment, is decisive. Only at the highest level, a man becomes a party to one's self-development. At the previous levels, personal formation is caused by external influence. Though biological and hereditary factors are internal, they are external with respect to a party.

G. P. Gornostay determines psychological readiness for self-fulfillment as a system-based phenomenon, expressed in the form of situational or long-term, persistent readiness constituting dialectical unity of mental conditions and qualities of an individual. Readiness means a system of personal and functional, as well as content-related and axiological aspects. The distinguished blocks represent different forms of expressed readiness attributable to the party's real vital functions (Gornostay, 1990).

Table 2. Individual readiness for self-fulfillment

Personal aspects	Functional aspects	
Attitude to oneself	Individual vector	Axiological aspects
Individual qualities	Individual experience	Content-related aspects

The first block (attitude to oneself) is an element of individual self-consciousness, comprising evaluation of one's abilities, which may be expressed in understanding one's individual mission, special designation, ability to resolve a task that may not be resolved by others. Though such attitude to oneself may be unconscious or insufficiently conscious and be based on one's intuition. Such notion also includes the idea of "Ideal Oneself" and personal ideals.

The second block (vector) means motives and needs in creativity as well as value-related orientations of an individual which may be divided into two groups: the need to create something and the need to create oneself. They are expressed in the inclinations, interests, need in self-expression in a creative piece of work, desire to create. Axiological aspects of readiness mean a system of personal relationships.

The third block means creative abilities of an individual, which serve as a foundation for self-fulfillment. Their development is directly connected with the development of creative attitude to oneself and vector.

The fourth block means an operational system, a set of tools promoting satisfaction of needs in creativity and self-fulfillment. That means not only available experience, but also fixed mindsets and personal dispositions. A mindset determines a vector of human activity and is specifically interpreted as readiness for certain methods of activities. One may speak about a mindset towards self-fulfillment, which means a condition promoting start-up of mechanisms for self-fulfillment under favorable conditions.

Difficulties and obstacles in self-fulfillment at the current stage as well as ways to overcome the same are broached upon in the works by Korostylyova (2005). Analyzing the particularities of obstacles on the way of personal self-fulfillment, she differentiates between the notions of "obstacles in personal self-fulfillment" and "difficulties in personal self-fulfillment". The obstacles as barriers appearing on the way of self-fulfillment, assume that one may overcome them. The process of overcoming obstacles is associated with application of adequate strategies of self-fulfillment. The barriers of the second level are accompanied with difficulties and are irresistible for an individual. They are fraught with failure strategies. The reasons behind facing difficulties in personal self-fulfillment are primarily linked with the individual's attitude to himself/herself and to his/her surrounding world.

It should be pointed out that the faced obstacles often turn into the difficulties, and the difficulties of self-fulfillment in professional field are accompanied with numerous negative psychological and social phenomena. The situations giving rise to difficulties of self-fulfillment in main fields of human activities are often perceived as the crisis ones.

Difficulties of self-fulfillment are faced if: an individual failed to have found himself/herself; his/her goal is unclear; he/she lacks skills, has a poor idea of his/her self-fulfillment; there is no correspondence between the needs and possibilities; there is an inferiority complex; attempts are undertaken to fulfill the plans of others; an individual does not think of his/her personal growth.

7. Results of Survey into Personal Determinants of the Employees' Professional Self-Fulfillment

Based on results of preliminary survey into the employees' performance, only 12% of the respondents possess the full spectrum of personal incentives for self-fulfillment:

- Low number of mistakes; plan fulfillment; absence of conflicts;
- High evaluation of the manager (higher than 5 points);
- Development of professional skills, qualification enhancement, elaboration of new alternatives and methods of working.

On the average, employees do not commit mistakes and avoid conflicts, the remaining parameters are weak.

We divided all respondents into 3 groups:

1) Respondents with a high level of self-fulfillment: commit an insignificant number of mistakes, fulfill plan, strive to study and develop, adequately communicate with the remaining employees (insignificant number of conflicts), are oriented on taking challenges, on management, autonomy and professional competence. They are

also result-oriented and business-oriented (1 group).

2) Respondents with an average level of self-fulfillment. They commit an insignificant number of mistakes, avoid conflicts, their performance is sufficiently highly evaluated by the manager. They are oriented on serving, stability, communication, money and process while working (2 group).

3) Failed managers do not fulfill plan, attain a low evaluation of their professional activities, fail to reach planned performance, have an insignificant number of conflicts, oriented on stability and integration of life styles, they consider that communication and work processes are important. They are oriented on money, altruism, and freedom (3 group).

The testing was conducted among three groups of managers.

First of all, there is a description of the data obtained during testing according to the methods chosen at the first stage. The first methods were applied for survey into the strategy of the managers' conflict behavior (Table 3).

Table 3. Results of research into the conflict behavior strategies (in %)

	1 group	2 group	3 group
Competition	27	10	15
Cooperation	49	39	18
Avoidance	10	11	39
Adaptation	8	21	41
Compromise	32	29	42

The respondents with a high degree of self-fulfillment exposed an expressed level of cooperation and compromise strategy, respondents with an average degree of self-fulfillment also exposed an expressed level of cooperation and compromise strategy, those respondents with non-expressed self-fulfillment level exposed avoidance, adaptation and compromise. Given the above, one may say that the respondents who have a higher level of self-fulfillment and are coping with their activities, are inclined to resolving conflicts, rather than just putting an end to them.

The following table (Table 4) describes the results of inter-personal relations of managers with a various degrees of success.

Table 4. Results of research into inter-personal relations (in %)

	1 group	2 group	3 group
Domination	72	39	11
Subordination	28	61	89
Amicability	51	78	67
Aggressiveness	49	22	33

According to the data above, one may say that the respondents with a high degree of self-fulfillment occupy the dominating position, though they are quite amicable, whereas the respondents with average and low level of self-fulfillment are also amicable, though they are often in a subordinated position.

Below, one may find the results of research into social and psychological adaptation of individuals (Table 5).

Table 5. Particularities of social and psychological adaptation of individual (in % of the total number of survey participants)

	1 group	2 group	3 group
Adaptation	67	37	33
Acceptance of others	23	49	16
Internality	74	31	17
Self-acceptance	75	48	22
Emotional comfort	34	72	51
Striving to dominate	38	12	11

The respondents with a high degree of self-fulfillment are adapted better than those with average and low levels; they expose a higher level of internality, self-acceptance, and adaptation. The respondents with an average degree of self-fulfillment are more inclined to acceptance of others, and respondents with a low level rather experience emotional comfort.

Below, we describe the particularities of motivation of the respondents' professional activities (Table 6).

Table 6. Motivation of professional activities

	Internal motivation (IM)		External positive motivation (EPM)		External negative motivation (ENM)
1 group	4.5	>	4	>	1
2 group	2	<	3.66	<	4.5
3 group	1	<	2.3	<	4.1

Internal motivation is higher in the respondents with a high level of self-fulfillment, in comparison with others. To all appearances, it is caused by their higher internality and self-reflexion.

The following motives may be set out among the motives dominating in the respondents (Table 7):

Table 7. Results of research into the motivational structure of individual

	1 group	2 group	3 group
Life support	12.69	11.2	19.28
Comfort	15.95	20.5	20.15
Social status	20.95	11.7	17.13
Communication	15.77	19.3	12.76
Total activity	25.22	11.1	18.2
Social usefulness	19.5	12.7	14.53

The respondents with a high level of self-fulfillment are oriented on total activity and attainment of status, where as those with average and low level of self-fulfillment are oriented on comfort, communication and life support.

As to the motivation to avoid failures and motivation to success, such parameters are different among the respondents with a high level of self-fulfillment. (Tables 8, 9)

Table 8. Results of research into motivation to avoid failures

	1 group	2 group	3 group
High level	14	10	49
Average level	19	79	39
Low level	67	11	12

The respondents with a high level of self-fulfillment have a low level of avoiding failures, in contradistinction to those with average and low levels of self-fulfillment. They try to keep the balance, enabling them to treat new challenges with certain caution, though without considering it to be a dominating motive for performance of activities.

Table 9. Results of research into motivation to achieve success

	1 group	2 group	3 group
High level	74	22	11
Average level	10	34	38
Low level	16	44	51

The respondents with a high level of self-fulfillment have a higher level of achievement of success, whereas those with average and low levels of self-fulfillment do not have a high level of achievement of success. A high level of striving to success enables the respondents with a high level of self-fulfillment to carry out tasks at a high level and attain more considerable results.

Below, one may find career orientations available for three groups of managers (Table 10).

Table 10. Results of research into career orientations (average points)

	1 group	2 group	3 group
professional competence	30	11	4.5
management	31	13	3.6
autonomy	32	20.1	6.9
service	10	23.5	23.7
stability	11.2	30.4	31.2
challenge	27.4	9.2	3.2
lifestyles integration	12	31.2	32.4

35 points is the maximum result. In their careers, the respondents with a high level of self-fulfillment are oriented on professional competence, management and challenge, whereas those with average and low levels of self-fulfillment are oriented on stability and integration of life styles.

The below results were received in orientations on professional activities (Table 11).

Table 11. Results of survey under the orientational questionnaire by B. Bass

	1 group	2 group	3 group
Orientation on oneself	23	39	30
Orientation on business	62	25	21
Orientation on communication	15	36	49

The respondents with a high level of self-fulfillment are business-oriented, in contradistinction to those with an average level of self-fulfillment—the latter are oriented on themselves, and those with a low level of self-fulfillment are oriented on communication.

In addition, the immediate managers of employees who took part in the interrogation were proposed to evaluate the activities of their subordinates. On the average, the managers evaluated the managers' work at the level of 3.7 points. The total number of 15% of those interrogated gained the results higher than 5 points.

Let us consider certain important correlations received during statistical processing of data (Spearman's rank correlation coefficient).

At the level of 0.01, we established that the motivation of avoiding failures positively correlates with management ($r = 0.437$) (the higher motivation of avoiding failures, the higher desire to manage); autonomy ($r = 0.395$) (the higher motivation of avoiding failures, the higher striving to be free from organizational rules); stability ($r = 0.428$) (the individuals who preferred safety and predictability of future events in life, will avoid the situations which stability of the place of work or residence may be threatened); service ($r = 0.380$) (an individual will avoid risk-fraught situations, which may damage nature, other persons, etc.).

At the level of 0.05 we established correlational links between the following factors: motivation of avoiding failures and challenges ($r = 0.330$) (preference to take little risk, or to take risk in the instances when failure does not threaten prestige, however, one is unable not to take risks at all); power ($r = 0.352$) (one prefers to take little risk when inflicting influence on other individuals and on society).

We established correlations between the orientation on process and orientation on labor ($r = 0.293$) (for such individuals, the interest to business is of the most priority, they use all their time in order to do something, do not have spare time during weekends, vacation, etc. Work gives them more joy and pleasures than any other occupations, though their process orientation impedes attainment of results).

Thus, the results received by us, require creation of specific mechanisms for performance of certain correctional work on the part of psychologists and managers of the companies in which the respondent employees were working. The main purpose of implementation of such mechanisms consists in formation of professional self-identity, self-consciousness and shaping of skills of self-upbringing and self-development, which is an important fact in the employee's professional self-fulfillment.

It should be pointed out that the analysis results show that the employees are oriented to working to a considerable extent. It is this factor that should be deemed to be a priority in creation of the system for stimulation and motivation of employees, by securing for them certain specific, material and non-material awards, compensations, incentives and other benefits for specific work. At the same time, such stimulation should not motivate an individual towards the process of working itself; rather, it should encourage achievements, intensify the strive for gaining results of work (which makes one working in a more efficient manner, faster with concurrent maintenance of quality, working more intensively, creating and implementing various innovations, and promoting such innovations).

In such instance, the employee's professional self-fulfillment will not only result in involvement in the process of working, communication with other persons in the process of their activities, the employee's understanding his or her importance, competency, social usefulness, his or her being useful for the company, family and etc.; it will also enable his or her inclusion into the system of stimulation of the work productivity enhancement, which renders new opportunities for such employee's self-fulfillment, specifically:

- Strive for gaining a benefit (material, non-material),
- Exercise of such benefit in his or her interests,
- Implementation of one's dreams and plans due to the professional activities results,
- Enhancement of social status,
- Securing approval of one's actions on the part of the family, collective, the closest environment, society, etc.

The influence of entire spectrum of the personal self-fulfillment factors which have been analyzed in the present article, on the individual's professional activities causes the necessity to study the strategies of the employee's conduct in a conflict, the inter-personal relationships in collective, particularities of social and psychological adaptation of an individual, and system of the professional activities motivation. At the same time, an important direction in the activities aimed at studying the personal factors consists in analysis of motivational structure of the person himself (herself), characteristics of motivation to avoid failures by such individual, which will enable to identify pre-conditions of motivation for success, to define carrier orientations in professional activities for

specific individual.

8. Conclusions

In general, one may arrive at the following conclusions:

- Level of self-fulfillment is linked, primarily, with achievements in professional activities and particularities of motivation;
- The respondents with a high level of self-fulfillment are in their perceptions more oriented on themselves, self-analysis, achievement of professional results;
- The respondents with average and low levels of self-fulfillment are more oriented on approval by manager, attainment of status.

Thus, in order to attain self-fulfillment, one should resolve difficulties and overcome obstacles, faced by an individual on his/her trajectory of life. It means that an individual should be able to transform the faced situations, create new circumstances or change them due to personal transformation of goals, intentions, expectations and claims, in order to attain a better perspective, implement one's potential to a significant extent.

The following factors promote overcoming difficulties pertaining to self-fulfillment: accepting oneself; searching for new ways and wishing to attain the goals set, developing ability to get concentrated, get focused and to mobilize one's strength and spirit; listening to one's inner voice telling what should be chosen for attainment of purposes and satisfaction of needs; taking difficulties as temporary phenomena, wishing to implement the plan once again; developing ability to relax, listen to one's feelings and continue working; understanding the fact that one should not stop halfway, and should keep on working on one's own self.

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