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Russia

The Influence of Personality on the Peculiarities of Going through Professional Crises in Workers of Trading Companies

Abstract

The article is devoted to the study of professional crises and their conditioning with the qualities of a person. The article presents the results of an empirical study of the influence of personal qualities on professional crises of employees of trading companies. It is assumed that in the process of professionalisation employees of trading companies go through a crisis of professional growth. Personality qualities influence the degree of dissatisfaction with basic needs and the level of general social frustration. During the crisis of professional growth, different qualities of a person – such as dominance, high intellect, normative behaviour, courage, as well as sensitivity, dreaminess and anxiety, radicalism and nonconformism – are influenced. This influence affects almost all the basic needs and spheres of life of employees of a trading company: the need for security and self-expression, and social needs, which are manifested in discontent with relationships with people, their social-economic status, and social status. A particular influence on the transactions in the group of subjects is provided by such personality traits as anxiety, suspiciousness, and intellect. Depressiveness, bad mood, and gloomy feelings intensify the crisis of professional growth, provoking discontent with relations with colleagues. Due to the developed intellect, employees of trading companies feel the discontent with the level of wages more sharply, which intensifies the crisis of professional development.

Key words: personal qualities, professional crises, professionalisation, trading company, adaptability, need

Introduction

Professionalisation of the person, or professional socialisation, is a process that determines the person's access to certain professional values, including these values in the inner world of the person forming professional consciousness and culture. Russian psychologists propose to allocate primary and secondary professionalisation of the individual. Primary professionalisation is a process of becoming as a specialist. It includes the accumulation of professional skills and of professional knowledge, necessary for the successful commencement of professional activities. Secondary professionalisation is a transformation of a specialist into a professional. It includes the psychological, pedagogical, social, and value development of the individual, the formation of specific professional skills, and a creative approach to solving professional problems. Inclusion in the professional environment ensures the assimilation of the moral component of the professional personality, the formation of professional morality. The special psychological climate in the organisation significantly affects the creative activity of the subject, his or her aspirations for professional self-development (Angelovsky, 2011, p. 7).

The process of professionalisation is accompanied by crises. Crisis periods are an unconditional attribute accompanying the dynamic process of professionalisation of the individual. The psychological crisis is a stable internal barrier that prevents and deforms various manifestations of one's personality, affecting one's entire system of self-regulation. Professionalisation crises should be understood as short-term periods of cardinal reorganisation of professional consciousness and ways of professional activity, accompanied by a change in the direction of professional development (Volkov, 2014, pp. 235–241).

E. F. Zeer identifies normative and non-normative crises. Normative one is the crisis of: the choice of profession, of educational and professional orientations, of professional expectations, of professional growth, of a professional career, of professional self-actualisation, and/or of loss of the profession (Zeer, 2003, pp. 94–104).

When carrying out an analysis of personality transformations in the context of professionalisation, it is necessary to take into account the category of an internal conflict, which is the foundation for psychological science. In most theoretical concepts, it is internal conflicts, their content, and character that become the basis for personality models. The personality model reflects the influence of the profession on a person and his or her personal qualities necessary for successful professionalisation. Different authors include such qualities as decisiveness, self-esteem, intelligence, stress-resistance, sociability, emotional stability, courage in social contacts, high self-control, motivation to achieve (Filatova, 2011, pp. 6–8).

The purpose of our study was to examine the influence of personal qualities on the peculiarities of occupational crises in employees of trading companies.

The methodological bases of the research were the theory of activity and personality of K. S. Abulkhanova-Slavskaya, B. G. Ananyev, A. G. Asmolov, B. F. Lomov, N. N. Nechaev, G. V. Sukhodolsky, and V. D. Shadrikov, as well as concepts that reveal the psychological characteristics of professional crisis, found in E. F. Zeer, E. A. Klimov, A. K. Markova, E. Yu. Pryazhnikova, E. E. Simanyuk, and others (Filatova & Shamanin, 2007, pp. 12–14, 20–25).

In 2016–2017 we undertook the investigation on the basis of Magnit Ltd. in the city of Vladimir (Vladimir region, Russia). The study involved 50 people (30 men and 20 women), with an experience of at least 3 years. These employees are engaged in management activities.

Results of the Empirical Study

Results of the Variance Analysis

To carry out the analysis of the variance of the empirical data obtained, we used the electronic programme SPSS.

The results of the analysis of variance of the questionnaire 16 PF by R. Cattell (<http://testoteka.narod.ru/lichn/2/09.html>), given in Table 1 and Figure 1, allowed us to compile an average personality profile of the employees of trading companies of LLC CSN. On the basis of this profile, we compiled a personality portrait of an employee of a trading company.

Table 1.

Results of the variance analysis of the questionnaire by R. Cattell. Key: A: reserved/warm, B: problem-solving, C: emotionally stable/reactive, E: deferential/dominant, F: serious/lively, G: expedient/rule-conscious, H: shy/bold, I: sensitive/unsentimental, L: trusting/vigilant, M: abstracted/practical, N: private/forthright, O: self-assured/apprehensive, Q1: open to change/traditional, Q2: Self-reliant/group-oriented, Q3: tolerates disorder/perfectionistic, Q4: relaxed/tense

Categories	A	B	C	E	F	G	H	I
Mean±SD	6±0.7	8±2.1	4±2.1	6±0.7	5±0.7	4±0.7	5±0.1	6±0.7
Categories	L	M	N	O	Q1	Q2	Q3	Q4
Mean±SD	8±0.7	4±2.8	4±2.1	9±1.4	4±0.1	6±2.8	6±0.7	7±0.1

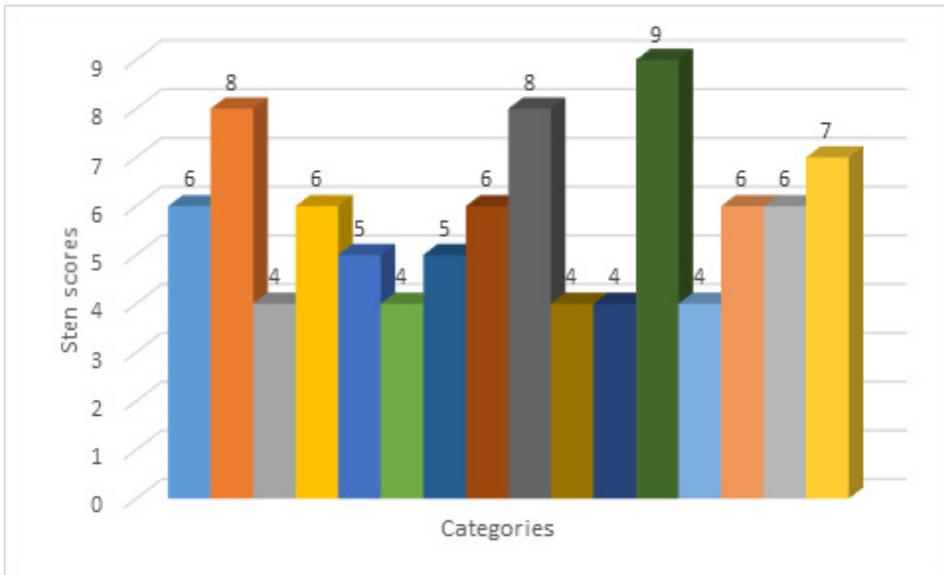


Figure 1. Data of the variance analysis of the questionnaire 16 PF by R. Cattell.

The range of data varies from 1 to 10 sten scores. Analysing the constructed profile, it can be noted that all scales are in the range of medium and above average values. The interpretation of peak factors (B, L, O) characterises the employee of the trading company, first of all, as an assembled and smart person with abstract thinking and high general mental abilities. The employee of the trading company is astute, quickly grasping, and able to adapt intellectually. At the same time, the employees of the trading company are characterised by suspicion and jealousy, internal tension, propensity to envy, great conceit, and irritability. They pay special attention to failure and require others to be responsible for mistakes. Interests are often directed at oneself, and in actions they are cautious and self-centered. However, this self-confidence is rather compensatory in view of the identified anxiety, insecurity, guilt, and concern. The employee of the trading company is incredulous, doubting, immersed in his or her “I,” circumspect in his or her actions, and taking little care of others; he or she does not work well in the group. At the same time he or she worries that the group does not accept them. The employee tends to feel anxiety in difficult situations, often in a bad mood and in gloomy premonitions.

Results of the Study of Personality Adaptation Characteristics Using the Electronic Version of the Questionnaire “Adaptability”

The range of data varies from 1 to 10 sten scores. The results of the multi-level personal questionnaire “Adaptability,” given in Table 2 and Figure 2, made it possible to differentiate the sample into two sub-groups. In most subjects (the

first sub-group), there is a low personal adaptive potential. At the same time, it indicates a borderline mental state. The process of adaptation of subjects is difficult, with possible disruptions and long-term impairment of the functional state. All subjects have a low neuropsychic resistance and are prone to conflicts. Analysing the components of the personal adaptive potential, we note that the lowest values were obtained on the scale “behavioural regulation.” We can say that the testimony is characterised by the lack of adequate self-esteem and an adequate perception of reality. Relatively higher, but still at a low level, are the indicators on the scales “communicative potential” and “moral normativeness.” In other words, in contact with others and with general socialisation, the subjects are relatively easier than in regulating their behaviour. However, the communicative abilities of the subjects are reduced; there are difficulties in building contacts with others, there may be aggression or the emergence of conflicts. They sometimes inadequately assess their place and role in the team and do not seek to comply with generally accepted standards of conduct.

Table 2.
Results of the multi-level personal questionnaire “Adaptability”

Categories	Low adaptive potential	Behavioural regulation	Moral normativeness	Communicative potential
Mean±SD	1.5±0.7	2.3±1.1	4.0±1.6	4.0±0.7

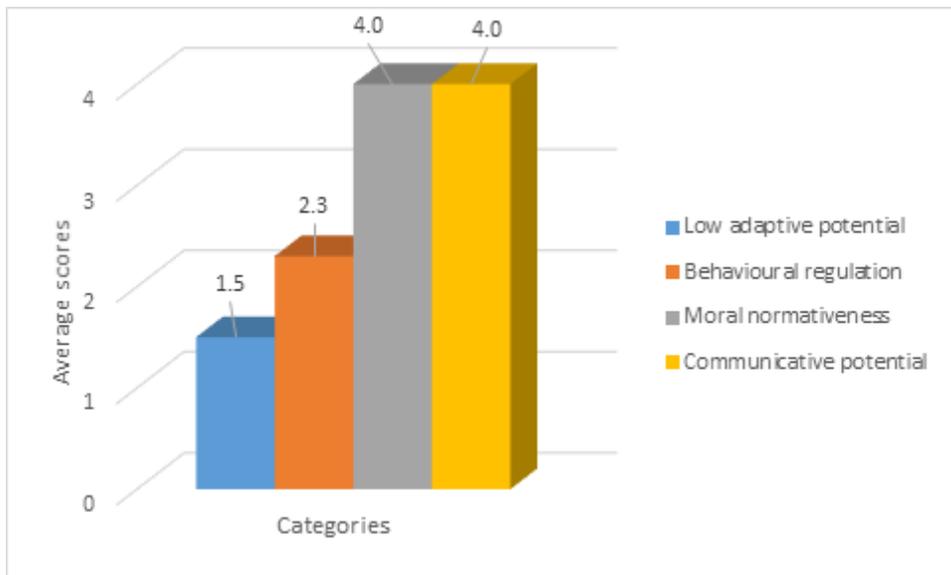


Figure 2. Data from the multi-level personal questionnaire “Adaptability.” Norms: 1–3 – low values; 4–7 – average values; 8–10 – high values.

For the convenience of the analysis, we have constructed a graph in which the data for each scale are displayed for each subject. The graph shows that all indicators are below average. The only exception is the data of the subjects of the second sub-group, who showed results above the norm on the scales “oral normativity” and “communicative potential.” All subjects of this sub-group were men, and therefore a relatively easier adaptability in dealing with people and a more adequate assessment of one’s role in the team can be explained by the presence of gender differences. One of the subjects is characterised by a younger age and a little work experience in this team. However, despite the relatively higher indices of the second sub-group noted by us, the absolute majority of the subjects have a low personal adaptive potential, as we indicated earlier.

Results of the Study of Socio-psychological Adaptation of the Individual Using the Electronic Version of the Rogers-Diamond Questionnaire

The range of data varies from 1 to 10 sten scores. The specificity of the method is that this form of statements was used by the authors in order to reduce the influence of the phenomenon of identification. We can assume that this prevented the subjects from “trying on” the proposed statements.

Thus, we cannot unequivocally assert that subjects at the time of the study experience a crisis of expectations since the data of the two methods assessing the adaptive abilities turned out to be contradictory. Data from the multi-level personal questionnaire “Adaptability” showed that all subjects had a low personal adaptive potential, while methods of diagnosing social and psychological adaptation of Rogers-Diamond (Figure 3 and Table 3) argue the opposite, namely, the presence of high adaptation in the vast majority of subjects.

Table 3.
Results of the Rogers-Diamond questionnaire

Categories	High scores	Low scores	Average scores
Adaptivity	6	0	44
Disadaptivity	0	5	45
Accepting yourself	8	0	42
Not accepting yourself	0	8	42
Accepting others	6	0	44
Not accepting others	0	4	46
Emotional comfort	3	0	47
Emotional discomfort	2	5	43
Internal control	6	0	44
External control	0	4	46
Domination	3	0	47
Submission	2	1	47
Avoiding problems	1	2	47

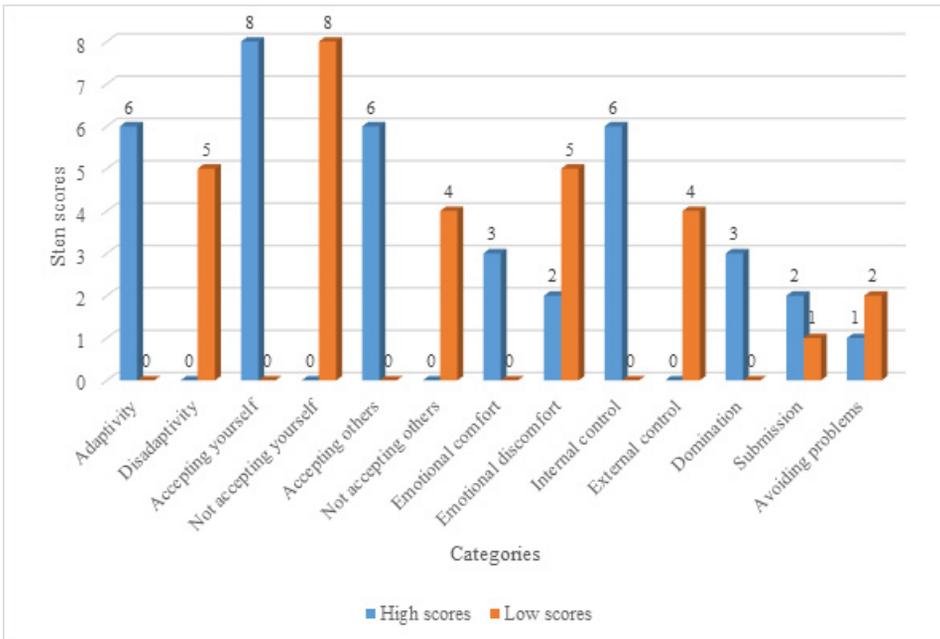


Figure 3. Data of the Rogers-Diamond method for diagnosing socio-psychological adaptation. Norms: 1–3 – low values; 4–7 – average values; 8–10 – high values.

We can assume that the subjects have a crisis of professional growth, which is characterised primarily by the dissatisfaction with basic needs. In order to conclude that this crisis exists, we will analyse the data of the following methods.

The results of the Rogers-Diamond method for diagnosing socio-psychological adaptation turned out to be opposite: high scores on the adaptiveness scales, “accepting yourself,” “accepting others,” and “internal control.” The data are presented in Figure 3 in such a way that only high and low values for each scale are reflected. Values falling into the zone of uncertainty are not interpreted.

Results of Diagnosing the Degree of Satisfaction of Basic Needs (Author: V. V. Skvortsova)

The range of data varies from 1 to 10 sten scores. Methods for diagnosing the degree of satisfaction of basic needs (author V. V. Skvortsova) showed that in the absolute majority of subjects the main motivating needs are the need for material comfort and the need to ensure their future (Figure 4). In other words, we received a manifestation of such characteristics of the crisis of professional growth as dissatisfaction with the opportunities in the financial sphere, and in the sphere of development and career in 100% of cases.

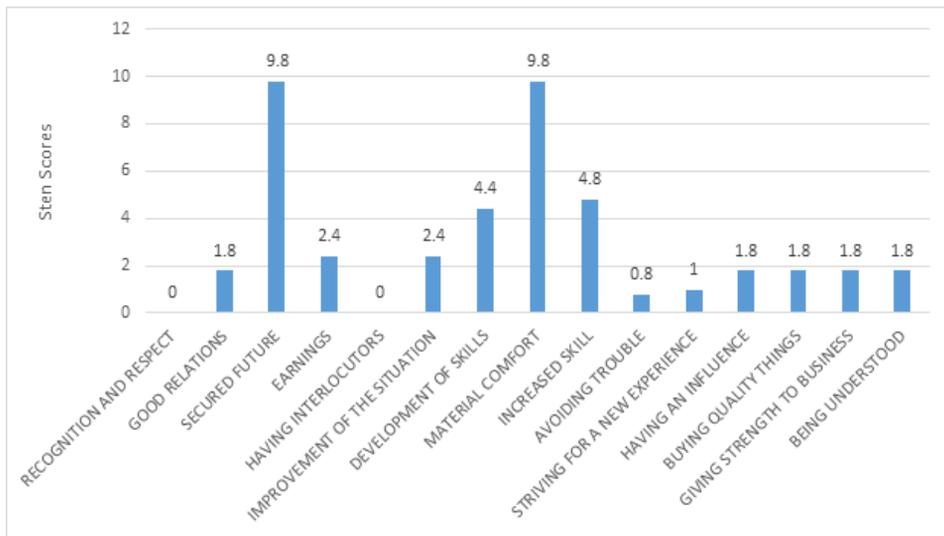


Figure 4. The methods of diagnosing the degree of satisfaction of basic needs.

Results of the Study of the Basic Needs of the Individual Using the Electronic Version of the Questionnaire (Author: L. I. Vasserman)

When analysing the data of the method for diagnosing the level of social frustration, L.I. Vasserman (figure 5), we received a moderate level of social frustration (dissatisfaction), which respondents consider necessary to note in the sphere of social relations ($3.5 < Q < 4.5$). This again confirms our assumption that there is a crisis of professional growth among the respondents.

Thus, the employees of the trading company are characterised by such personal qualities as: concentration and ingenuity, the presence of abstract thinking and high general mental abilities, insight, and the ability to adapt intellectually. Employees of the trading company are characterised by distrust, suspiciousness, and professional jealousy. They are envious in relation to colleagues. The employees of the trading company have internal tension and anxiety. They do not feel safe, and because of this they are often in a bad mood and in gloomy forebodings. Employees of the trading company are cautious in their actions, showing caution and egocentrism. They tend to doubt when making decisions, especially in difficult situations.

According to the data received, the employees of the trading company at the time of the study are experiencing a crisis of professional growth. This crisis (according to a classification by N. S. Pryazhnikova and E. Yu. Pryazhnikova) is characterised by dissatisfaction with professional opportunities in the position held, and dissatisfaction with career as a whole. As to determinative factors, there is a need for further professional development, the creation of a family, and the possible deterioration of financial opportunities.

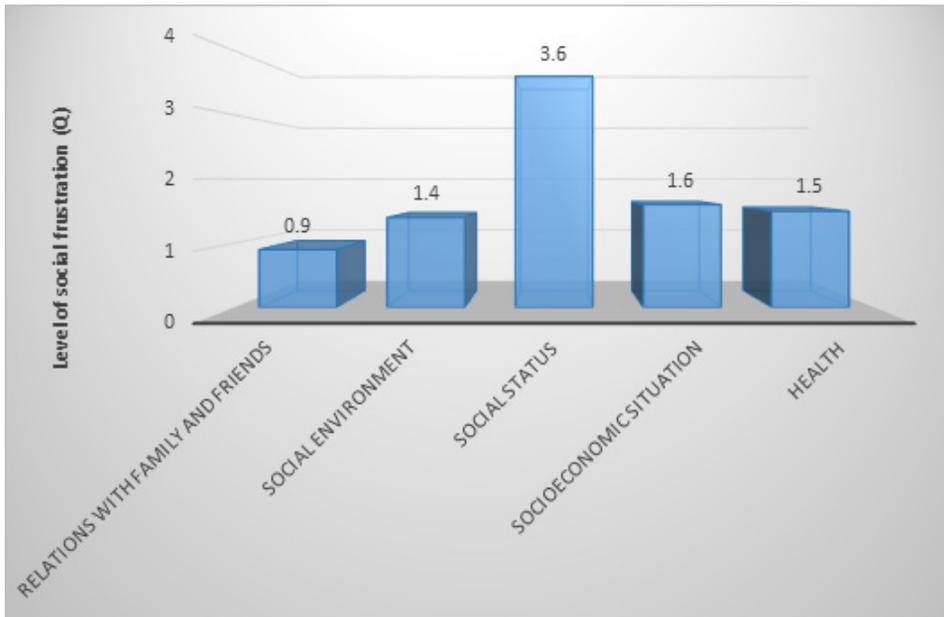


Figure 5. The level of social frustration in the group of subjects. The level of social frustration (Q): 3.5–4 points – very high level of frustration; 3.0–3.4 – increased level of frustration; 2.5–2.9 – moderate level of frustration; 2.0–2.4 – undefined level of frustration; 1.5–1.9 – reduced level of frustration; 0.5–1.4 – very low level; 0–0.5 – absence (almost absence) of frustration.

Results of Correlation Analysis

The previous crisis – the crisis of expectations – is not manifested due to the contradiction between the data of the two methods.

Having received characteristic personality qualities for a group of subjects using a 16-factor personal questionnaire by R. Cattell and diagnosing the existence of a professional growth crisis using the technique of diagnosing the degree of satisfaction of basic needs (Skvortsova) and methods of diagnosing the level of social frustration (Vasserman), we can proceed to the analysis of relationships.

For the analysis, we used the Spearman rank correlation coefficient. Statistical calculations were performed using the programme Excel 2013. If critical value $r_{cr} \leq$ empirical value $r_{s emp}$, then the hypothesis H1 is more probable.

Checking the relationships of each scale of the R. Cattell's questionnaire with the degree of satisfaction of needs and with the level of social frustration made it

possible to formulate general working hypotheses, which were specified for each individual case.

The hypotheses are:

- H0: There is no correlation between the scores of the scales of R. Cattell's questionnaire and the indicators of other methods.
- H1: The relationship between the scores of the scales of the R. Cattell's questionnaire and the indicators of other methods is statistically reliable.

As a result of the correlation analysis of the data, we compiled a correlation table that allows us to clearly see what factors of R. Cattell's questionnaire are related to what needs. Thus, we obtained the hypothesis confirmation in the following cases, for $n=50$ critical value $r_{s\ cr} = 0.28$.

Factor E: "subordination–dominance" with a high degree of reliability ($r_{s\ emp} = 0.29$) is associated with the degree of dissatisfaction of the need to increase the level of skill and competence in the method of diagnosing the degree of satisfaction of basic needs. In interpreting this connection, it can be argued that the more employees in the trading company exhibit such qualities as independence, stubbornness, lack of faith, the higher the degree of dissatisfaction with the need for improving skills and competence.

Factor B: intelligence with a sufficient degree of certainty ($r_{s\ emp} = 0.29$) is associated with the degree of dissatisfaction of the "need for earning a living" by the method of diagnosing the degree of satisfaction of basic needs. The higher the overall level of culture, and the more developed abstract thinking and ingenuity, the more the employee of the trading company is dissatisfied with his or her ability to earn a living.

Factor G: "low normative behaviour–high normative behaviour" with a sufficient degree of reliability ($r_{s\ emp} = 0.34$) is associated with the degree of dissatisfaction of "the need to buy good things" by the method of diagnosing the degree of satisfaction of basic needs. Consequently, the higher the responsibility, the inclination to moralise, the sense of duty, and the desire to observe social norms, the higher the need to acquire expensive and quality things.

Factor H: "timidity–boldness" with a sufficient degree of certainty ($r_{s\ emp} = 0.35$) is associated with the degree of dissatisfaction of the need for self-expression by the method of diagnosing the degree of satisfaction of basic needs. In interpreting this relationship, we can argue that the more courageous, enterprising, and active the employee of a trading company manifests himself or herself, the more pronounced are the propensities to risk and adventurism, the more developed is the ability to make independent and unconventional decisions and to be a leader, and the greater is his or her need in self-expression.

Factor I: "stiffness–sensitivity" with a sufficient degree of reliability ($r_{s\ emp} = 0.31$) is associated with the degree of dissatisfaction of such needs as having good interlocutors and buying good things by the method of diagnosing the degree of satisfaction of basic needs. The more sensitive and emotional the employee of

the trading company is, the higher are: his or her desire for romanticism, artistic perception of the world, the more empathic he or she is, able to understand other people, empathising with them, the bigger his or her dissatisfaction with interlocutors and with the possibilities to acquire things that are capable of to satisfy his or her aesthetic and artistic perception.

Factor M: “practicality–dreaminess” with a sufficient degree of reliability ($r_{s\ emp} = 0.41$) is associated with the degree of dissatisfaction of one’s social status by the method of diagnosing the level of social frustration. The richer the imagination, the more engrossed with ideas and dreaminess, the more discontent one is about one’s professional activities and work in general.

Factor O: “calmness–anxiety” with a sufficient degree of certainty ($r_{s\ emp} = 0.33$) is related to the degree of dissatisfaction of the need to have warm relations with people in particular and to the degree of dissatisfaction of interpersonal needs as a whole in the methodology of diagnosing the degree of satisfaction of basic needs. Therefore, the more worried, concerned, wounded, and hypochondriacal the employee of the trading company is, the more insecurities, the propensity for foreboding, depression, and sensitivity to the approval of others are in him or her, and the more they need warm relations with people; what dominates in the system of their needs are social (interpersonal) needs.

Factor Q1: “conservatism–radicalism” with a sufficient degree of reliability ($r_{s\ emp} = 0.30$) is related to the degree of dissatisfaction of such needs as securing the future and security needs as a whole by the method of diagnosing the degree of satisfaction of basic needs. That is, the more the employee of a trading company is inclined to freethinking and experimentation, the more developed his or her analytical thinking and receptivity to change are, and the more he or she is guided by the security needs that manifest themselves in the desire to secure his or her future.

Factor Q2: “conformism–nonconformism” with a sufficient degree of reliability ($r_{s\ emp} = 0.40$) is associated with the level of social frustration according to the method of diagnosing the level of social frustration. In particular, Q2 factor is associated with dissatisfaction with relationships with family and friends, the closest social environment and socio-economic situation. In interpreting this relationship, we can reliably state that the more independent the employee of a trading company is, the more he or she is focused on his or her own decisions, independent, and resourceful, the more he or she strives to have his or her own opinion and dominate the group, the higher the level of general social frustration is, and the more he or she is dissatisfied with relations with people, whether they are relatives and friends or friends and colleagues; also, the more he is not satisfied with the socio-economic situation.

Conclusion

Personal qualities of employees of the trading company determine the peculiarities of going through professional crises. It was found that the respondents at the time of the study go through a crisis of professional growth, which according to the classification by N. S. Pryazhnikova and E. Yu. Pryazhnikova is characterised by dissatisfaction with opportunities: in career, in professional development, in financial sphere, as well as in personal family life. Personality qualities influence the degree of dissatisfaction of basic needs and the level of general social frustration. Personal qualities such as dominance, high intelligence, normative behaviour, courage, and at the same time sensitivity, dreaminess, and anxiety, as well as radicalism and non-conformism, affect going through the crisis of professional growth. This influence affects almost all the basic needs and spheres of life of employees of the trading company: the need for security and self-expression and social needs, which are manifested in discontent with the relationships with people, and their social and economic status.

A particular influence on the transactions in the group of subjects is provided by such personality traits as anxiety, suspiciousness, and intellect. It is these personal qualities that are most evident in the employees of the trading company. Depressiveness, bad mood, and gloomy feelings strengthen the crisis of professional growth, provoking discontent with the relations with colleagues. In other words, employees of the trading company – thanks to the developed intellect and the ability to assess the situation in which there are their opportunities – feel the discontent with the level of wages more sharply, which intensifies the crisis of professional development.

The results of the research can be used to develop electronic programmes for professional selection and psychological support of personnel of organisations, and activities for rotation of staff. Our studies on adaptations of classical management concepts in the Russian reality convincingly prove the phenomenon of cross-cultural transformations.

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Wpływ osobowości na odczuwanie kryzysu zawodowego przez pracowników spółek handlowych

Streszczenie

Artykuł poświęcony jest studium kryzysów zawodowych i ich uwarunkowań wynikających z cech charakteru. Zaprezentowano wyniki badań empirycznych nad wpływem cech charakteru na kryzys zawodowy, jaki przechodzą pracownicy spółek handlowych. Przyjęto, że pracownicy odczuwają kryzys rozwoju zawodowego w czasie procesu podnoszenia kompetencji zawodowych. Cechy charakteru wpływają na poziom niezadowolenia spowodowany brakiem zaspokojenia podstawowych potrzeb i na poziom ogólnej frustracji. Następujące własności osobowe mają wpływ na kryzys rozwoju zawodowego: chęć dominowania, wysoki poziom intelektu, zachowanie normatywne, odwaga, wrażliwość, marzycielstwo, niepokój, radykalizm, nonkonformizm. Wpływają one na stosunek do prawie wszystkich podstawowych potrzeb i na wszystkie sfery życia pracowników spółek handlowych: potrzebę bezpieczeństwa, autoekspresji, potrzeby społeczne przejawiające się w niezadowoleniu z relacji międzyludzkich, ze statusu społeczno-ekonomicznego i społecznego. U badanych zauważono szczególnie wpływ takich stanów, jak niepokój, podejrzliwość i intelekt. Skłonność do depresji, zły nastrój, bycie ponurym wzmacniają kryzys rozwoju zawodowego i powodują niezadowolenie z relacji ze współpracownikami. Zatrudnieni w spółkach handlowych oznaczają się wysokim intelektem i to on właśnie powoduje, że dotkliwiej odczuwają niezadowolenie z powodu poziomu zarobków, co z kolei intensyfikuje kryzys rozwoju zawodowego.

Słowa kluczowe: cechy charakteru, kryzys zawodowy, profesjonalizm, spółka handlowa, zdolność do adaptacji, potrzeba

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Влияние качеств личности на особенности проживания профессиональных кризисов работников торговых компаний

А н о т а ц и я

Статья посвящена изучению профессиональных кризисов и их обусловленность качествами личности. В статье приведены результаты эмпирического исследования влияния личностных качеств на проживание профессиональных кризисов сотрудниками торговых компаний. Предполагается, что работники торговых компаний в процессе профессионализации проживают кризис профессионального роста. Качества личности оказывают влияние на степень неудовлетворенности основных потребностей и на уровень общей социальной фрустрированности. На проживание кризиса профессионального роста влияют такие качества личности, как доминантность, высокий интеллект, нормативность поведения, смелость, а также чувствительность, мечтательность и тревожность, радикализм и неконформизм. Это влияние затрагивает практически все основные потребности и сферы жизни сотрудников торговой компании: потребности в безопасности и в самовыражении, социальные потребности, которые проявляются в недовольстве взаимоотношениями с людьми, своим социально-экономическим положением и социальным статусом. Особое влияние на транзакции в группе испытуемых оказывают такие качества личности как тревожность, подозрительность и интеллект. Депрессивность, плохое настроение, мрачные чувства усиливают проживание кризиса профессионального роста, провоцируя недовольство взаимоотношениями с коллегами. Сотрудники торговой компании благодаря развитому интеллекту, умению оценить ситуацию, в которой находятся и свои возможности, острее чувствуют недовольство уровнем заработной платы, что усиливает кризис профессионального развития.

К л ю ч е в ы е с л о в а: качества личности, профессиональные кризисы, профессионализация, торговая компания, адаптивность, потребность

Olga Filatova, Nikolay Shamanin

Influencia de la personalidad en las crisis profesionales de los trabajadores de empresas comerciales

R e s u m e n

El artículo está dedicado al estudio de las crisis profesionales y sus condicionamientos en relación con las cualidades de una persona. En el artículo se presentan los resultados de un estudio empírico de la influencia de las cualidades personales en las crisis profesionales de los empleados de las empresas comerciales. Se supone que los empleados de las empresas comerciales en proceso de profesionalización viven una crisis de crecimiento profesional. Las cualidades de personalidad influyen en el grado de insatisfacción con las necesidades básicas y el nivel de frustración social general. En la crisis del crecimiento profesional influyen en las diferentes cualidades de una persona, tales como la dominación, el alto intelecto, el comportamiento normativo, el coraje, así como la sensibilidad, la ensoñación y la ansiedad, el radicalismo y el inconformismo están influenciados. Esta influencia afecta casi todas las necesidades básicas y las esferas de la vida de los empleados de

la empresa comercial: la necesidad de seguridad y autoexpresión, las necesidades sociales, que se manifiestan en el descontento con las relaciones con las personas, su estatus socioeconómico y su estatus social . Una influencia particular en las transacciones en el grupo de sujetos es proporcionada por rasgos de personalidad tales como ansiedad, desconfianza e intelecto. La depresión, el mal humor y los sentimientos sombríos intensifican la crisis del crecimiento profesional y provocan descontento en las relaciones con los colegas. Los empleados de la empresa comercial debido al intelecto desarrollado, sienten el descontento con el nivel de los salarios más agudamente, lo que intensifica la crisis del desarrollo profesional.

P a l a b r a s c l a v e: cualidades personales, crisis profesionales, profesionalización, empresa comercial, adaptabilidad, necesidad