

Ivan Mishchuk

Vinnitsia Mykhailo Kotsiubynskyi State Pedagogical University, Post-graduate student (Ukraine)

ivanmishchuk1@gmail.com

<https://orcid.org/0009-0005-7384-1964>

PSYCHOLOGICAL FEATURES OF PERSONAL QUALITIES IMPACT ON MARKETING SPECIALISTS' SUBJECT ACTIVITY DEVELOPMENT

У статті розглядаються особистісні чинники, що впливають на формування суб'єктної активності фахівців з маркетингу. Проаналізовано теоретичні засади концепції суб'єкта та суб'єктності у вітчизняній психології, а також їх застосування на ринку праці в бізнес-середовищі. Суб'єктна активність розглядається як складна системно-інтегративна характеристика особистості, що вказує на її здатність до активного, свідомого перетворення себе та навколишньої дійсності. Вона відображає свідому самореалізацію внутрішньої природної сутності людини, визначаючи її як суб'єкта життєдіяльності та роблячи автономною у своїх життєвих проявах. Представлено результати дослідження впливу особистісних якостей і ціннісних структур маркетологів-початківців і маркетологів зі стажем роботи понад два роки на форми їхньої суб'єктної активності. Висвітлено відмінності у структурі взаємозв'язків між показниками суб'єктної активності та особистісними якостями і ціннісними структурами маркетологів з різним стажем роботи. Підкреслено, що формування суб'єктної активності спрямоване на професійний саморозвиток і самореалізацію в процесі праці, виступаючи вирішальним чинником професійного зростання та кар'єрного просування фахівців.

Ключові слова: суб'єктність, активність, суб'єктна активність, самоактуалізація, професійно-ціннісні орієнтації, сфера маркетингу.

The article examines the personal factors influencing the formation of subjective activity among marketing professionals. The theoretical principles of the subject and subjectivity concept in Ukrainian psychology are analyzed, along with their application in the labor market within business environments. Subjective activity is viewed as a complex systemic-integrative characteristic of an individual, indicating their ability for active, conscious transformation of oneself and the surrounding reality. It reflects the conscious self-realization of a person's inner natural essence, defining them as subjects of life activity and making them autonomous in their life manifestations. The research results on the influence of personal qualities and value structures of novice marketers and marketers with over two years of experience on the forms of their subjective activity are presented. Differences in the structure of relationships between indicators of subjective activity and the personal qualities and value structures of marketers with different levels of work experience are highlighted. It is emphasized that the formation of subjective activity is aimed at professional self-development and self-realization in the work process, serving as a crucial factor in professional growth and career advancement for specialists.

Keywords: subjectivity, activity, subjective activity, self-actualization, professional-value orientations, marketing sphere.

Introduction. Professional activity in the field of marketing, its specifics, interaction with various businesses and groups of people, and their diverse problems demand certain personal and professional qualities and characteristics from a marketing specialist. Modern requirements for the training of professionals in the marketing field necessitate the search for innovative approaches to the personal development of a specialist capable of making non-standard decisions, actively participating in innovative processes, and competently solving professional tasks.

Therefore, the professional training program for marketers is aimed at developing such professional competencies as the ability to analyze and design one's activities, one's own actions in conditions of uncertainty, the aspiration for self-improvement, and the desire for creative self-realization. After all, the field of marketing combines both analytical and creative components of work, such as creating advertising announcements, images, while also involving analysis of the target audience, budget calculation for advertising expenses, and so on.

Hence, studying the factors of subjective activity development will enable finding productive ways for successfully enhancing the socio-personal competencies of professionals in the marketing field.

Theoretical foundations of research. Analysis of theoretical studies on the categories of subject and subjective activity allows identifying several aspects of their study: a person as the subject of various types of activity, the subject as a variety of forms of mental processes, properties, states; the subject as an initiator, participant, and organizer of interactions.

In psychology, the development of subjectivity is associated with the process of mastering values, behavioral patterns, etc., resulting in the reproduction by the individual of historically formed human abilities and functions that shape the poly-subject of development. Within the subject-activity approach, the problem of the subject and its activity is thoroughly elaborated by many Ukrainian scientists. [6] [7] [5]

For instance, T. Tytarenko defines subjectivity as the individual's internal potentials, self-expressions through which a person constructs their own life world in the process of self-unfolding, with the growth of subjectivity being an indicator of maturity. The path to mature subjectivity "lies in gradually freeing oneself from purely external, incidental determinants of development, from inhibiting or stimulating influences, in acquiring genuine autonomy and freedom" [7, p.153]. Accordingly, the development of subjectivity is primarily determined by self-recognition as the author of one's own psyche and by one's choice as a condition for the formation and development of subjectivity.

V. Rybachenko considers self-determination as a property of the subject aimed at deploying efforts of a mature, responsible subject of life, directed towards achieving significant life goals oriented toward essential values. [4]

Studying personality development in ontogenesis, L. Romanyuk defines subjectivity as the individual's ability to change oneself and the world. The necessity of using the concept of "subjectivity," the researcher emphasizes, arises when describing the specific character of activity, namely, the extent to which a person can use their abilities to achieve their goals, taking an authorial position regarding their personality. Romanyuk identifies self-realization and self-improvement as parameters of subjectivity. [3]

Building on the works of Ukrainian and foreign scientists, L. Novik regards subjectivity as a complex systemic-integrative characteristic of an individual, indicating their ability for active, conscious transformation of oneself and the surrounding reality, expressing the characteristic of conscious self-realization of a person's inner natural essence, defining them as subjects of life activity, and making them autonomous in their life manifestations.[2]

Summing up the theoretical analysis of the problem of the subject in scientific psychological literature, we can note that the concept of "subject" not only describes the substantive characteristic of subjective activity but also serves as a carrier of the individual's internal mental activity.

For the formation of a subject of professional activity, first and foremost, their activity is necessary, which is a key characteristic of activity subject [1].

To date, the range of research on subjective activity is quite broad. Modern researchers are developing the structure of regulation of voluntary activity, determining the significant role of subjective activity in regulating human activity and linking subjective activity with the personal level of regulation.

According to V. Tatenko, "mental activity is a way, form, and measure of interaction of the subject with the environment, during which mutual change, development occurs; the main way of existence, manifestation, and development of a person as a subject, an essential feature by which they distinguish and assert themselves in the space and time of individual and historical existence, is 'subjectivity' - internally determined activity of creating one's own psyche and oneself as its subject" [6, p. 210-211].

The development and formation of subjective activity are determined by a whole range of psychological factors that contribute to the formation of a creative human personality capable of realizing themselves in personal and professional life. We understand subjective activity as the source and important means of developing subjectivity, manifested in purposeful actions for self-improvement and affirmation of one's own position.

However, subjective activity cannot be manifested in a "pure" form. The types of activities initiated by the subject themselves with corresponding motives aimed at self-realization of their "Self," striving to achieve their integrity, independence, and autonomy at a specific moment of life activity, in a specific situation, where mechanisms of self-regulation and self-actualization are involved, will carry subjective content and, in our opinion, can become characteristics of subjective activity.

However, for a full understanding of subjective activity, it is important to consider that it cannot exist in a vacuum. Such types of activity, which have a subjective nature and are expressed in purposeful actions of self-development and self-improvement, manifest in specific situations with the involvement of mechanisms

of self-regulation and self-actualization. These aspects are important for further examination of subjective activity.

A key characteristic of the development and self-development of marketers as subjects of professional activity in the field of marketing, in our opinion, is the level of mental activity during professional training. This includes such types of activity as educational, intellectual, communicative, activity in self-regulation, as well as activities that express an internal need to acquire a profession. It becomes evident that all these types of activity are integrated in the subject, reflect a subjective nature, and form a coherent activity of the subject of professional activity.

Our analysis of studies on subjective activity confirms that this topic is not sufficiently explored, particularly regarding the influence of personal qualities, including the subject's value structure.

The purpose of the article is to identifying the personal factors influencing the development of marketers' subjective activity and exploring the characteristics of their interaction.

The research tasks Research Objective: To explore the main psychological factors influencing the development of subject activity among marketers based on the subject-oriented methodology of psychological research developed by the Ukrainian psychological school [6, 7].

A **sample** study of the psychological factors influencing the development of subjective activity in marketers was conducted from 2023 to 2024 in several Ukrainian companies: Freshcode, ZNOUA, Kevin, Turbo. The study involved 22 marketers employed in these companies.

Methods. The diagnostic construct of "The Questionnaire of Personality's Axiological Orientation" by Kaptsov consists of eight values: values of other people (Oth-Val), spiritual satisfaction value (Spir-Val), value of creativity (Creat-Val), value of life activity (Life-Val), value of achievement (Achiev-Val), value of tradition (Trad-Val), value of material well-being (Mat-Val), and value of individuality (Indiv-Val). According to the author, these enumerated personal values are realized in various social spheres where human activity takes place, including professional life, education, family life, social activity, and hobbies.

The investigation of personality traits was conducted using Raymond Cattell's "Sixteen Personality Factor Questionnaire" (16 PF, Form C). The study covered such personality traits as alienation-warmth (Factor A), emotional instability-stability (Factor C), submissiveness-dominance (Factor E), adventurousness-timidness (Factor H), guilt-proneness-self-assurance (Factor Q2), and rigidity-flexibility (Factor Q1).

To assess the level of conscious self-regulation, V. Morosanov's questionnaire "Behavioral Self-Regulation Style" was utilized. The content of the questionnaire is based on typical life situations and diagnoses the development of subjective self-regulation, containing indicators of planning (Pl), modeling (Mod), programming (Prog), evaluation of results (Eval), as well as indicators of the development of regulatory-personal properties of flexibility (Flex) and autonomy (Auto) with the calculation of the overall level of self-regulation (OSR).

The "Planning" scale characterizes individual peculiarities of goal-setting and the formation of conscious activity planning. The "Modeling" scale allows diagnosing subjective representations, the significance of external and internal conditions, and the degree of their awareness. The "Programming" scale diagnoses individual development in the conscious programming of one's actions. The "Evaluation of Results" scale characterizes the individual development and adequacy of assessing subjective self-esteem and the results of one's activity. The "Flexibility" scale diagnoses the level of formation of regulatory flexibility, i.e., the ability to restructure and make corrections to the system of self-regulation in case of changes in external and internal conditions. The "Autonomy" scale characterizes the development of regulatory autonomy. The "Overall Level of Self-Regulation" scale assesses the overall level of formation of the individual system of conscious self-regulation of arbitrary activity.

Participants with high indicators of the overall level of self-regulation are independent, flexible, and react adequately to changes in conditions. They consciously pursue their goals to a significant extent. With a high motivation for achievement, they can form a style of self-regulation that compensates for the influence of personal and characterological traits that hinder goal achievement. The higher the overall level of conscious regulation, the easier it is for a person to master new types of activity, feel more confident in unfamiliar situations, and achieve more stable success in familiar types of activity. Participants with low indicators of the overall level of self-regulation have an underdeveloped need for conscious planning and programming of their behavior; they are more dependent on the situation and the opinions of others. They also have a reduced ability to compensate for unfavorable personal characteristics that hinder goal achievement.

In our study, we assumed that forms of subjective activity depend on individual characteristics and the structure of its value system. We also believed that these forms of activity have their own specificity at different stages of professional education during the formation of relevant professional competencies. To

identify these differences, Mann-Whitney and Kruskal-Wallis criteria were used. Spearman's correlation analysis was used to identify interdependencies. Statistical analysis of the data obtained in the study was performed using the Statistica 6.0 program.

Results and Discussion. In the sample of novice marketers, those who had worked in a company for 0 to 2 years, no differences were found in personality traits and forms of subjective activity using the Kruskal-Wallis criterion. However, differences were identified in the value structure of each aggregate group subject (Table 1). Thus, for novice marketers, the spheres of professional activity ($H = 9.8$, $p = 0.007$) and social activity ($H = 9.5$, $p = 0.008$) are more significant. This indicates their orientation towards both professional and social life simultaneously.

Table 1

Significant correlation relationships between forms of subjective activity and personality traits of marketers with 0-2 years of work experience

Personality traits	Forms of subjective activity						General level
	Planning	Modeling	Programming	Assessment of outcomes	Flexibility	Self-reliance	
A					0,49	-0,31	
C		0,43			0,41		
G	0,44		0,41				0,43
H					0,53		
Q2						0,33	
Q3	0,46	0,36					0,47
Oth-Val				0,38			
Achiev-Val		0,31					0,36
Trad-Val				0,32			

The identified correlations on the planning scale are fully understandable: typically, individuals with a high need for conscious planning tend to adhere to norms and rules and have developed self-control. Direct correlations were found on the modeling scale, similar to those on the overall level of self-regulation. Thus, significant conditions for goal achievement are balanced with well-developed self-control among professionals who value achievement.

The need to deliberate one's actions to achieve set goals (programming scale) is associated with a desire to adhere to norms and rules, while the adequacy of self-assessment and activity results is linked to the high value placed on the interests of others and societal traditions. High levels of subjective activity are manifested in sociable, balanced, and risk-inclined marketers. Presumably, these personality traits enable marketing professionals to feel confident in dynamic environments.

Regulatory autonomy is more evident in closed, independent specialists who likely require less external approval and support, thus being more capable of independently planning activities and behaviors.

From a values perspective, it becomes relevant to discuss the influence of the department in which the professional works, as by the time they begin their activities in a new company, marketers already have a relatively stable system of personal values. Throughout individual and collective professional activities, they not only improve their social experience but also orient themselves towards the standards of corporate culture

that arise during adaptation. Under such conditions, value concepts may change, and the systems of values of an individual and a social group differ in the degree of coherence, which also affects the characteristics of organizing collective professional activities.

Let's consider the correlations obtained for the sample of marketers with 2 or more years of professional experience (Table 2).

The data obtained indicate that the level of conscious activity planning is higher in responsible, self-controlled professionals. Perhaps this is due to their concern for their professional future, business orientation, and discipline. The adequacy of activity plans is more pronounced in balanced specialists, meaning that the absence of sharp mood swings is accompanied by greater awareness of actions. Responsible employees with developed self-control excel in programming their actions, while sociable marketers stand out for the flexibility of their life plans. The overall level of subjective activity is correlated with balance, responsibility, self-control, and the high significance of the professional sphere. It seems that the advancement and achievement of goals by marketing professionals are associated not only with certain personal qualities but also with the importance of further career growth.

Table 2

Significant correlation relationships between forms of subjective activity and personality traits of marketers with 2 or more years of work experience

Personality traits	Forms of subjective activity						General level
	Planning	Modeling	Programming	Assessment of outcomes	Flexibility	Self-reliance	
A					0,39		
C		0,43					0,38
F	-0,33						
G	0,43		0,34				0,42
Q3	0,52		0,41				0,43
Oth-Prof							0,34

The absence of correlations on the scales of activity results assessment and autonomy is entirely understandable. For assessing results, the presence of subjective criteria for success-failure, satisfaction-dissatisfaction is important. For many marketers, these criteria are external, such as prestige, social approval, and are not directly related to personal qualities. Autonomy, as autonomy in organizing activity, may also be determined not by psychological characteristics but, for example, by living conditions (work overload, financial responsibility to the family, etc.). Overall, marketers with 2 or more years of professional experience exhibit more correlations between regulatory functions and personal qualities than with the value structure.

The research results confirm our idea that subjective activity is interconnected with personal qualities and the value structure of marketing professionals. This necessitates a shift in the orientation of educational goals from informational to developmental, the content of education towards the personal-value level, the restructuring of teaching methods from authoritarian-unified to democratic-variable, and the development of new teaching methods and technologies, primarily interactive ones.

Conclusions. The conducted study identified that sociable, balanced, and risk-prone novice marketers demonstrate a high capacity for subjective activity. This allows such professionals to feel confident in dynamic conditions of the modern market and overall in various spheres of life. In closed, independent specialists, regulatory autonomy is more pronounced, enabling them to independently plan their activities and behavior.

The level of conscious activity planning is higher in responsible, self-controlled specialists, which may be due to their professional and business orientation. The adequacy of activity plans is more pronounced in balanced marketers. Responsible professionals with developed self-control excel in programming their actions, while sociable novice marketers are characterized by the flexibility of their life plans.

The overall level of subjective activity of the respondents has significant correlations with balance, responsibility, self-control, and high motivation for professional activity.

Prospects for further research. We see prospects for further research in developing psychodevelopmental programs for the subjective activity of future marketing professionals.

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