

HUMAN RESOURCE MANAGEMENT – PERSONALITY TRAITS AND PSYCHOLOGICAL PROFILES AND THE CHOICE OF A CAREER PATH

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Purpose: The article aims to investigate the relationship between Gustav Jung's theory of psychological types, the Myers-Briggs Type Indicator (MBTI) tool, and John Holland's model of occupational preferences. It was explored how these theories can be integrated to better understand and support the career selection process. In addition, the aim of the article is also to try to find an answer to the question whether there is a relationship between the personality type of an employee and the choice of their preferred career path.

Design/methodology/approach: The authors described and analyzed 3 psychological theories: Gustav Jung's theory of psychological types, the Myers-Briggs Type Indicator (MBTI) tool, and John Holland's model of occupational preferences. These theories could be supportive in the area of human resources management aiming at achieving workers' job satisfaction. The research was to integrate above-mentioned theories to identify patterns of behavior and career preferences to support human resources management processes.

Findings: The study gives the recommendations for possible actions to use of big data analytics to identify patterns of behavior and career preferences, which can lead to more personalized career guidance. Practical implementation of theory integration could be implemented into career counselling, career planning, recruitment, and human resource management. The integration of the analysed theories allows for a more comprehensive approach to career counseling, allowing for a better match of the career path to individual personality traits. Practical application can lead to greater job satisfaction, better professional results and more informed career planning.

Originality/value: The value of the research is the possible implementation of the integration of Jung's theory, MBTI, and Holland's model with other psychological theories, such as Maslow's theory of motivation or Bowlby's theory of attachment, which can lead to a more holistic approach to career choice. For example, taking into account intrinsic motivations and psychological needs can help to better understand why individuals choose certain career paths and how they can be supported in achieving job satisfaction.

Keywords: human resource management, psychological profiles, career counseling, personality types.

Category of the paper: literature review, general review.

1. Introduction

Choosing a career path is one of the most important and influential choices a person makes in his life. It is a complicated process that is influenced by many factors, including interests, skills, values, and personality. In a psychological context, understanding how personality traits affect career preferences can help individuals make more informed and rewarding career decisions.

This article aims to investigate the relationship between Gustav Jung's theory of psychological types, the Myers-Briggs Type Indicator (MBTI) tool, and John Holland's model of occupational preferences. It was explored how these theories can be integrated to better understand and support the career selection process. In addition, the aim of the article is also to try to find an answer to the question whether there is a relationship between the personality type of an employee and the choice of their preferred career path.

Recently, we have been observing clear transformations of the reality around us, which to a large extent force us to revise the way we perceive and interpret the world, values, goals, and thus also the concept of work and employment, which is not only an important economic resource, but above all also a personal one. Observing people during their professional careers allows to notice that some people have an orderly pattern of their career path, and their adequately targeted education allows them to enter a previously planned profession and gain knowledge and skills in carrying out new tasks, overcoming subsequent levels and achieving success. On the other hand, we can observe on the labor market how people whose professional experience is completely different are increasingly functioning. They pursue several, sometimes very different professional fields at the same time, often change jobs or take up different fields of study, and finally manage to find a job that requires a combination of very different skills and are (or not) successful in this field. Professional work plays an important role in shaping our identity when a person is matched to the profession performer (Paszowska-Rogacz, 2009).

Otherwise, there is a high probability that work would become only a way to satisfy one's living needs and a necessary, unpleasant element of everyday life. The choice of a profession is a manifestation of an individual's personality, expression of his interests, motivation, knowledge, abilities and values. It is not a reaction detached from the personality structure, because consciously or not, the individual follows his needs in accordance with his various temperamental conditions, learned patterns, motives of the I, acquired beliefs or the permanence of the features of personal individualism. J.L. Holland (1992) (Ratajczak, 2006) is a pioneer of the field called genetic algorithms. He is the creator of the theory of professional personality, according to which job satisfaction depends on matching the individuality and uniqueness of a particular person to the specific requirements of a given job. Therefore, it becomes necessary to match the personal characteristics of the individual to the requirements of a given profession (Kilian, 2020).

Personal qualities are something unique for an individual. They form her internal system of self, and as forces they are directed inwards and give a unique framework for the self-image. They maintain relationships with the outside world, are inextricably linked to important needs, perception of reality, its narrative and representation in the mind of the individual. This multifaceted nature makes it difficult to unambiguously define the concept of personality. It is a multidimensional construct of human functioning, an element of cohesion, quality of life, the cause of a sense of happiness, satisfaction, good functioning, but also various disorders. In literature, we can encounter many concepts of personality and a variety of definitions. One of the most popular approaches defines personality as a set of fixed and variable psychophysical traits that are related to all actions, sensations and needs of a person at the level of physiology, character traits, intellect and spirituality. Personality is inextricably linked to emotions, directs the needs. But personality also represents, above all, such characteristics of an individual from which it is possible to draw conclusions about the behavior of a given person in an unambiguous and predictable way. Webster's dictionary defines personality as a distinct aspect of one's character that affects others (Cakrt, 2006). Personality is also individual diversity. Our individual uniqueness, non-copyability and at the same time continuity, resulting from genetic predispositions, temperament, social learning or other environmental characteristics. The psychology of individual differences deals precisely with the study of what makes us feel, think, and behave differently from other people in the same situations. Diversity creates contrasts, gives color to the people of the epoch and ensures the development of civilization. It is also an indispensable component of all creativity, a space for the development of societies, it forces the need for knowledge, continuous growth and, finally, it helps people to look for their own place in the world, social and professional environment, allowing them to look for such works that they can like, fulfill themselves in them and realize themselves professionally. Such a subjective character of the choice of profession by given people was pointed out by the precursor of career theory, F. Parsons, who believed that each person has a set of relatively stable predispositions that allow him or her to be assigned to a specific professional profile, and all the choices that a person makes are nothing more than the resultant of his personality traits. According to these typologizing decisions, it is considered to combine models of choosing a profession with the concepts of individual differences or matching with a profession. According to Parsons, the final career decision should be preceded by building a reliable image of oneself, and matching one's skills to the offer of the world of work should be a source of effective career choice. In turn, the level of development of this ability is to be manifested in the recognition of one's own abilities and the determination of the right path of education, understood as environmental orientation (Zimbardo, Johnson, McCann, 2017; Horzyk, 2017).

2. Gustav Jung's theory of personality

Gustav Jung, a Swiss psychologist and psychoanalyst, introduced the theory of psychological types, which became the foundation for many later studies on personality. Jung identified four basic mental functions: thinking, feeling, perception, and intuition. Each of these functions can be directed outwards (extroversion) or inwards (introversion). This creates different personality types that influence the way people perceive the world and make decisions (Jung, 1921).

Extroversion and introversion

Extroversion and introversion are two basic types of orientation that describe the direction in which an individual directs their psychic energy. Extroverts focus on outdoor venues and events, and are sociable and energetic. Introverts, on the other hand, focus on internal thoughts and feelings, and are more reflective and introspective (Jung, 1921).

Jung distinguished four mental functions that are fundamental to understanding personality types:

1. Thinking (T): Analysis and logic are the basis for decision-making.
2. Feeling (F): Decisions are made based on values and subjective judgments.
3. Perception (S): Focus on reality and facts.
4. Intuition (N): Focus on possibilities and abstract ideas.

3. J.L. Holland's hexagonal model of career preferences

In this theoretical scope of research, the achievements of J.L. Holland also seem to be important, who, emphasizing the importance of the uniqueness of each person, maintained that the source of his professional success lies in the proper matching of features to a specific profession. The result of Holland's research is the so-called hexagonal model of professional preferences "RIASEC", the foundations of which determine that a person's personality is shaped and expressed primarily through professional interests. These types refer to the properties represented by the professional environments assigned to them. J. Holland's hexagonal theory is based on the main assumption that professional preferences are a form of a style of adaptation to the socio-professional environment characteristic of a given individual, and the personality regularities of professional development are anchored on the following four assumptions (cf. Holland, 1992, pp. 2-5; Myszka-Strychalska, 2017).

The first assumption assumes that the preference structure as a model is confronted with the real results of the diagnosis of the assessed person. It is a factor related to personality traits and conditions of socialization in the environment. The structure of most people's preferences can be classified by taking into account a frame of reference in the form of six types of preferences, which Holland includes: realistic, research, artistic, social, entrepreneurial and conventional.

The second assumption draws attention to the types of environment that, like personalities, are characterized by a specific profile of preferences of a more or less pronounced nature. Within these environments, specific personalities, styles of behavior, ways of solving problems and opportunities for development dominate.

The third assumption indicates that individuals are looking for environments that enable them to use resources (abilities, competences, attitudes) and to implement specific values and social roles.

The fourth assumption of Holland's theory is that knowledge about the degree of compatibility between a person's professional preferences and the opportunities offered by the environment can be used as a basis for predicting the behavior of this person in various contexts of social behavior. In the table 1. the structure of personal preferences and their characteristics resulting from the first assumption is given.

The intentional choices made and important decisions that determine further career paths are based on career values that are an end in itself, other career goals, as well as expectations related to the professional career itself.

Table 1.

Scales of occupational preference traits in the J. Holland method

Modal Personnel Preferences by J. Holland	Characteristics of individual attributes
Realistic (manufacturing)	Enjoying physical work and the need to see immediate results from one's work
Research (analyzing)	Feeling the need to understand the surrounding reality in an empirical sense
Artistic (works)	Enjoying the creation of new things and ideas
Social (helping)	Enjoying establishing close relationships with others and choosing learning and counseling activities
Entrepreneurial (influencing others)	Feeling the need to take control of the situation and taking pleasure in participating in public life
Conventional (organizing)	Attention to detail and enjoyment of everyday organizational problems

Source: Savickas, Taber, Spokane, 2002.

These career-oriented orientations constitute specific personal hierarchies of needs, values, competences, motivations, expectations, attitudes, aspirations and professional preferences perceived and expressed by individuals, and their cognition, determination and formulation is necessary to develop an appropriate strategy for the development of one's own professional career. This strategy, in turn, means all those conscious actions of the individual that serve the achievement of the adopted career goals. In the selection of professional competences, in the psychological aspect, it is important to compare them with the potential resources of the

individual. The aspect of correlating basic interests with potential orientation in performing future work is very important, because it is personality traits that allow an individual to fulfill himself and fulfill himself in a given professional activity. (Krause, 2012). Examples of comparison of the scales of professional orientation and correlated basic interests are presented in Table 2.

Table 2.

Assignment of Scales of Basic Interest to Orientation Scales

Career orientation scales	Scales of basic interests
Producing	Machinery Manufacturing, Carpentry, Agriculture/Forestry, Cultivation/Fruit Growing, Animal Care
Analyze	Mathematics, Science
Creativity	Art/Design, Performing Arts, Writing, International Work
Helping	Adult Development, Counseling, Child Development, Religious Activities, Medical Practices
Influencing others	Leadership, Law/Politics, Public Speaking, Sales, Advertising/Marketing

Source: Boggs, 1999; <http://www.pearsonassessments.com/tests/ciss.htm>

For personal preferences constructed in this way in the context of selected professional orientations, four types of psychological professional preferences can be distinguished.

The first type of orientation expresses the social traits of the individual's personality and includes high extroversion, social (interpersonal) potential, entrepreneurship, optimistic attitude.

The second type of personality orientation – research and factual – creates realistic and research preferences, which are also positively correlated with high scores in tests of perceptual abilities and mathematical reasoning. The relationship between realistic and research preferences is therefore solidly empirically grounded.

The third type is a personality oriented by conventional patterns, within which there are preferences related to conventional professions, traditional values, perceptual speed, high control and meticulousness. The preference for conventionality can be linked both to a high level of meticulousness as a personality trait and to the ability to quickly perceive recognition.

The fourth type of orientation is an open and expressive mind, including artistic and research preferences measured by Holland's method and openness to experience as a personality trait. This orientation is most strongly correlated with the ability referred to as the so-called ideational fluidity.

Based on observation, scientific research and the cited literature, it can be concluded that the choice of a profession is dictated by many decisions in the life of every person, and most of them are often revealed in childhood, when in the process of socialization and the acquisition of role models, attitudes, abilities and skills are shaped. Among the factors related to the formation of career decisions among young people in the literature on the subject, the following are most often mentioned: the views of other people, considered by young people as authorities, as well as the opinions expressed by their peers (Keating, 1990; Sobańska, 1965; Tyszkowa,

1977), the ability to set long-distance goals and to subordinate them to an organised and planned activity (Wright, Carr, 1995), gaining first professional experience in performing casual or seasonal work (Bachman, Schulenberg, 1993; Lucas, Lammont, 1998).

These factors are not the only ones that influence adolescents to make plans for their professional careers. When choosing a profession, young people also take into account their own abilities and predispositions (Czerwińska-Jasiewicz, 1997, 2005; Liberska, 2004), and research on the perception of success (Brown, 2002; Lounsbury et al., 2003) show that the group of important determinants indicated by young people includes personality traits, skills, values and abilities. Of course, these decisions are usually subject to modifications during life, and choosing a professional career is not easy and requires an in-depth analysis of oneself: one's own intelligence (including emotional intelligence), various types of abilities, resources, imperfections, interests, but also psychophysical condition, the ability to establish contacts, settle disputes, cope with emotions or be aware of one's own defense mechanisms. All this, in addition to competences and achievements, determines the individual's suitability for work, and thus their satisfaction with a given choice and mutual cooperation with others.

Research shows that individuals who are psychologically suited to their professional role are more engaged, interested in the content of their work and more successful.

The relationship between professional fit and job and life satisfaction is particularly strong in people for whom their professional career is at the top of the hierarchy of values and is a source of self-fulfilment, which is confirmed by the degree of their commitment to work. Career matching also seems to be particularly important in the case of professional roles that require strictly defined personality predispositions and set tasks with a high degree of difficulty due to the number, degree of complexity or level of responsibility. Researchers of the subject emphasize that individual factors in the field of personality dimensions, like those in Holland's model, associate the prosocial type with high extroversion. Some of the studies reveal a personality profile characterized by a high intensity of the prosocial type, focused on coping with difficult situations, with high perseverance and emotional stability, but not associated with agreeableness and submission to others. At the same time, the explanation of the studied type through Holland's model allows it to be shown as focused on interests and activities related to people, not to things, but also to the world of ideas, related to analysis and abstract thinking (Markiewicz, Kaczmarek, Kostka-Szymańska, 2010; Bajcar, Borkowska, Czerw, Gąsiorowska, Nosal, 2006; Ochnik, Stala, Rosmus, 2018).

Therefore, it can be concluded that the personality traits of an individual have a fundamental impact on the direction of his or her professional preferences. These orientations are associated with specific cognitive abilities and personality traits, which is confirmed by numerous studies on human personality, theories related to it, as well as the assumptions of J. Holland's theory mentioned in the article, assuming that revealing professional preferences and career path are not something narrow, fragmentary, but a broadly understood form of self-expression, resulting from the permanent characteristics of a given person. Therefore, a person, deciding on a specific

career path, should absolutely not take up professions that do not match his permanent, individual personality traits and declared values. This is because it has extremely serious psychological consequences, diminishes the individual's resources and reduces their sense of agency. Therefore, the correctness of the choice of a profession that completely matches the complementary characteristics of a given person cannot be questioned by any arguments (Wilsz, Bał, 2015).

John Holland proposed a theory of career choice that is based on six types of professional personality: Realistic (R), Investigative (I), Artistic (A), Social (S), Enterprising (E), and Conventional (C). These types are often abbreviated as RIASEC. Holland believed that people choose professions that are compatible with their personality, and that matching personality type with the professional environment leads to greater job satisfaction and better professional performance (Holland, 1997):

1. Realistic (R): Preference for working with tools, machines, and practical, specific tasks.
2. Research (I): Interest in working with data, problem analysis, and theoretical issues.
3. Artistic (A): Tendency to creative expression, working with artistic ideas and materials.
4. Social (S): Interest in working with people, helping others and teaching.
5. Enterprising (E): Preference for influencing, managing, and taking risks.
6. Conventional (C): Propensity to work with data, organization, and procedures.

Holland's model is widely used in career counseling and helps individuals understand what professional environments are most compatible with their personality. Tests such as Self-Directed Search (SDS) are used to assess the type of RIASEC of an entity and help identify relevant career paths (Holland, 1997).

4. The Myers-Briggs Type Indicator

The Myers-Briggs Type Indicator (MBTI) was developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, based on Jung's theory of psychological types. The MBTI is a personality assessment tool that identifies 16 different personality types based on a combination of four dichotomies: extroversion/introversion (E/I), intuition/sensory (N/S), thinking/feeling (Y/F), and judgment/perception (J/P) (Myers, McCaulley, 1985).

MBTI is based on four dichotomies:

1. Extraversion (E) / Introversion (I): Directing energy to the external world of people and things or to the inner world of thoughts and feelings.
2. Intuition (N) / Sensory (S): Focusing on possibilities and patterns or on specific facts and sensory data.

3. Thinking (T) / Feeling (F): Making decisions based on objective criteria and logic or subjective values and feelings.
4. Judging (J) / Perception (P): Preference for structure and orderliness or flexibility and openness to new information.

Based on the combination of these dichotomies, 16 personality types are formed, each characterized by a unique set of traits and preferences. Examples of types are ENFP (Extraversion, Intuition, Feeling, Perception) or ISTJ (Introversion, Sensory, Thinking, Judging). Each type has its own strengths and areas for development, which can affect career preferences and job satisfaction (Myers, McCaulley, 1985).

5. Integration of Jung's theory, MBTI, and Holland's model

Research indicates significant correlations between MBTI personality types and career preferences according to Holland's model. For example, people with an MBTI ENFP (Extraversion, Intuition, Feeling, Perception) type often choose occupations that are consistent with the Artistic (A) or Social (S) type, while the ISTJ (Introversion, Sensory, Thinking, Judgment) type may be more likely to choose Conventional (C) or Realistic (R) occupations (Tieger, Barron-Tieger, 2014).

Examples of MBTI Type Matches to RIASEC:

1. ENFP (Extraversion, Intuition, Feeling, Perception):
 - Compatibility with the Artistic (A) and Social (S) types.
 - Preferred professions: writer, psychologist, teacher, counselor.
2. ISTJ (Introversion, Sensory, Thinking, Judging):
 - Compatible with Conventional (C) and Realistic (R) types.
 - Preferred professions: accountant, engineer, administrator, data analyst.
3. ENTJ (Extroversion, Intuition, Thinking, Judging):
 - Compatibility with the Enterprising type (E).
 - Preferred professions: manager, entrepreneur, lawyer, business consultant.

Research on the use of MBTI in career choices has shown that matching personality type to profession can lead to greater job satisfaction and better career performance. For example, research by Furnham (2001) indicates that people working in occupations that match their MBTI type achieve higher levels of job satisfaction and are more engaged in their work.

Similar results were obtained using Holland's model. Research shows that matching your personality type with your professional environment results in higher job satisfaction, less stress, and better professional performance. For example, a study by Holland (1997) found that people who work in occupational environments that conform to their RIASEC type are more satisfied with their jobs and perform better.

Studies conducted on large population samples indicate significant correlations between MBTI personality types and career preferences according to the Holland model. For example, a study by Macdani et al. (2002) found that people with the ISTJ type are more likely to choose occupations related to organization and data management, which is consistent with the Conventional type according to Holland. On the other hand, people with the ENFP type are more likely to choose professions related to creativity and social interaction, which is in line with the Artistic and Social types.

Longitudinal research allows you to track changes in career preferences and job satisfaction over time. For example, a study by Roberts and Robins (2004) found that matching personality type with the work environment has a long-term impact on job satisfaction and job stability. People who work in jobs that align with their MBTI type and Holland model are more likely to stay in their jobs for longer periods of time and achieve higher levels of job satisfaction.

Job preferences can vary by culture, which affects the interpretation of MBTI scores and Holland's model. For example, research by Wang and colleagues (2010) found that in collectivist cultures such as China, job preferences are more oriented towards social and collective occupations, while in individualistic cultures such as the United States, job preferences are more diverse and individualized.

In order for tools such as the MBTI and Holland's model to be useful in different cultural contexts, they need to be adapted. Examples include translating tests into different languages and adapting questions to specific cultural conditions. Research by Cheung and colleagues (2008) shows that such adaptations can increase the validity and reliability of personality assessment tools in different cultural contexts.

6. Conclusions

With the development of new technologies, such as artificial intelligence and machine learning, it becomes possible to assess personality and career preferences more precisely and comprehensively. An example would be the use of big data analytics to identify patterns of behavior and career preferences, which can lead to more personalized career guidance.

Practical implementation of theory integration:

- career counselling,
- career planning,
- recruitment and human resource management,
- applications.

Career counseling

The integration of Jung's theory, the MBTI tool and Holland's model can be particularly useful in career guidance. Career counselors can use these tools to better understand their clients' personality traits and help them choose a career path that aligns with their preferences and skills. For example, a career counselor might use an MBTI to determine a client's personality type, and then use Holland's model to identify potential occupations that would be most rewarding for that personality type.

Career planning

Individual career planning can also benefit from the integration of these theories. People who are aware of their personality type and career preferences can plan their career path more consciously. For example, a person with an INTJ (Introversion, Intuition, Thinking, Judging) type may choose to pursue a career in engineering, science, or technology, where their analytical and strategic skills would be highly valued.

Recruitment and Human Resource Management

Companies can also use these tools in their recruitment and human resource management processes. Understanding what personality types are most suitable for different roles in an organization can help you recruit employees who would be a good fit for their tasks and work environment. For example, an organization may use the MBTI and Holland's model to identify candidates who have personality traits suitable for teamwork, project management, or research.

Applications

Both Gustav Jung's theory of personality, the MBTI tool, and John Holland's model of career preferences offer valuable frameworks for analyzing and understanding career choices. The integration of these theories allows for a more comprehensive approach to career counseling, allowing for a better match of the career path to individual personality traits. Practical application of these tools can lead to greater job satisfaction, better professional results and more informed career planning.

Integrating Jung's theory, MBTI, and Holland's model with other psychological theories, such as Maslow's theory of motivation or Bowlby's theory of attachment, can lead to a more holistic approach to career choice. For example, taking into account intrinsic motivations and psychological needs can help to better understand why individuals choose certain career paths and how they can be supported in achieving job satisfaction.

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