

The Relationship among Time Perspectives and Various Job-Related Attitudes

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Abstract

The purpose of this study was to investigate the impact of time perspective on job satisfaction, career satisfaction, and life satisfaction. A sample comprising 321 participants from the teaching community of schools and colleges of Pakistan was included in the study. The Short Version of the Zimbardo Time Perspective Inventory (SZPTI-15) developed by Zhang and Bowerman was used to measure the five-time perspectives: "Past Negative TP, Past Positive TP, Present Hedonistic TP, Present Fatalistic TP, and the Future TP". Results of our study showed that job satisfaction, career satisfaction, and life satisfaction have a significant and positive relationship with past positive, present hedonistic, and future TPs, and a significant negative relationship with past negative and present fatalistic TPs. The results of our study add a unique and valuable contribution to understanding the impact of time perspectives on the life, emotions, and work-related attitudes of individuals. Further research with a larger sample and a more diversified population will be a valuable contribution for the understanding of individuals' perspective about time and in the development of a balanced time perspective in Pakistan and other developing countries.

Keywords: *Time Perspective, Job Satisfaction, Career Satisfaction, Life Satisfaction, Pakistan*

1. Introduction

The purpose of this study is to gain a more profound insight into the association between time perspective and work-related attitudes. Few studies on time perspective could be found that investigate its impact on work-related attitudes like job, career, and life satisfaction. Since the start of human civilization, time perspective has been an important influencing factor of human psychology (Baird, Webb, Sirois, & Gibson-Miller, 2020; Kooij, Kanfer, Betts, & Rudolph, 2018). Authors, thinkers, scholars, reformers, and psychologists have always been interested in the humans' ability to think with a temporal focus emphasizing present, past, or future and their ability to switch between these time perspectives due to various life events, incidents, and experiences (Korff & Biemann, 2020; Pfund, Ratner, Allemand, Burrow, & Hill, 2021). Aristotle, in his book *Physics*, has discussed time and its three dimensions. In one of the earliest scientific researches on psychology, William James pointed out the role of human consciousness which he also termed as "specious present", that account for the past and future concerns (James, 1890). Further research about temporal perspectives was published by Lewin in 1942, 1946, and 1951. According to Lewin's time perspective theory, TP is a structural and dynamical dimension of the psychological field and corresponds to the individual's comprehensiveness of views about his psychological past and the psychological future that exists at a specific time (Lewin, 1951). Lewin highlighted the time perspective as a domain that drive psychological realm into another context of reality and that context is important for the goal achievement behavior. Hence, the planning of someone's goals has a notable connection to his time perspective (Lewin, 1942). More recently, Zimbardo and his colleagues, based on their research, have concluded that time perspective does affect human

life. Zimbardo and Boyd (1999) have defined time perspective as: “the often non-conscious process whereby the continual flows of personal and social experiences are assigned to temporal categories, or time frames, that help to give order, coherence, and meaning to those events”. Studies that have been conducted on temporal research are based on the view that the time perspective is persistent and it does not generally change in the short run and different people hold different time perspective in their lives (Karniol & Ross, 1996). Thus, it is argued that time perspective, if taken as a trait-like characteristic, may have a significant effect on human behavior, psychology, and a variety of attitudes. Studies in past have shown that individuals demonstrate variability while focusing on their present, past, and future. The Present Fatalistic time perspective (PF) shows a person's hopeless and helpless (fatalistic) attitude towards the present and future. Present Hedonistic time perspective (PH) is demonstrated by individuals who are pleasure focused in the present moment and who generally show a risk-taking attitude in life. Future time perspective (F) is characterized by a strong emphasis on the future planning, goal-setting and an ambitious attitude, Future TP usually includes the postponement of rewards and sacrificing the happiness of present moment for future achievements. These time perspectives affect the feeling, emotions, thinking (cognition) and behavior of people differently. Past positive and Present hedonistic people interact more frequently and lively with their families and have a lot of friends; whereas Past negative and Present fatalistic oriented people show an inclination towards aggression, panic, anxiety and depression (Zimbardo & Boyd, 1999). There is fundamental impact of Time Perspective (TP) on interpreting events and relating people and humans learn it early in their life under the influence of family, social class, education, religion, and culture (Zimbardo & Boyd, 2008). Therefore, TP can be influenced by cultural effects (Sircova et al., 2007; Zimbardo & Boyd, 2008) and it can vary based on individual differences (Husman & Shell, 2008; Webster, 2011; Worrel & Mello, 2009) and a person's socioeconomic status and place within society (Guthrie, Butler, & Ward, 2009). Time perspectives not only effect cultural, social and individual differences, studies have also shown that such temporal perspective is related to a diverse traits, drive and preferences and attitudes. Worrel and Mello (2009) studied the relationship of TPs with individual characteristics and found significant relationships of time perspectives with optimism, hope, self-esteem, perceived life chances, and perceived stress. Other studies found the significant relationship of TPs with coping (Wills, Sandy, & Yaeger, 2001), health-related issues (Hall & Fong, 2003), positive functioning (Boniwell, Osin, Alex Linley, & Ivanchenko, 2010), mindfulness (Stolarski, Vowinckel, Jankowski, & Zajenkowski, 2016); subjective well-being and optimism, life satisfaction with life, and self-belief (Sobol-Kwapinska & Jankowski, 2016). Other studies investigated the relationship between time perspective and identity formation (Luyckx, Lens, Smits, & Goossens, 2010) and personality traits, the Big Five dimensions (Dunkel & Weber, 2010). Although, we can view the theoretical composition of time perspectives as one angle of a person's individuality because of its investigated impact on behavior (Gupta, Hershey, & Gaur, 2012), yet, as Zimbardo and Boyd (2008) argued, an important point of difference between personality and time perspectives is that TPs are flexible and if people are shown how to bring such change and are motivated to do so, they can change their temporal orientation or time perspective. Hence, Zimbardo and Boyd (2008) are of the view that since TPs are changeable and flexible, people can learn to change their temporal perspective and instead of being bound rigidly to a specific time perspective that diminishes the other TPs (Boniwell, 2005), they can work towards achieving a temporal balance or balanced TP for well-being and optimal functioning (Stolarski, Wiberg, & Osin, 2015). On the basis of previous findings, it is important to note that if attitudes possess a behavioral, emotional and cognitive component (Brief & Brief, 1998), then the time perspective could also affect a variety of attitudes related to one's job. Because career, job and life satisfaction are generally

regarded as attitudes, studies show that trait-like characteristics such as positive affectivity, conscientiousness and agreeableness affect job related attitudes. People having a high positive affectivity are more likely to express satisfaction in their jobs because they are happier as compared to those who have negative affectivity (Wright & Staw, 1999). Similar to positive affectivity, the time perspectives could also affect work related attitudes. However, currently we do not have enough studies about the relationship of time perspectives with job related attitudes.

2. Theoretical Foundation and Hypothesis Development

2.1 Job Satisfaction

In the words of Robbins, Judge, Millett, and Boyle (2013), job satisfaction is related to an individual's positive feeling about his job based on an evaluation of the specific features of that job. Through job satisfaction, we can get a clear view of the desires and moods of employees. Therefore, management of the firm can use employee job satisfaction as a tool to motivate, reward, and stimulate the growth of the business (Malonis, 2000). Job satisfaction could influence productivity, performance, organizational commitment, recruitment, retention, and absenteeism (Lu, While, & Barriball, 2007; Utriainen & Kyngäs, 2009). Cernas Ortiz and Davis (2016) studied the impact of time perspectives on job satisfaction and found that future TP showed a positive association with job satisfaction whereas a negative association was found between past negative TP and job satisfaction.

2.2 Career Satisfaction

Career satisfaction is related to a person's view of his achievement in his career and his expectations for future development. Career satisfaction relates to an individual's progress for reaching well-defined career objectives and achievements (Boniwell, 2005; Judge, Cable, Boudreau, & Bretz Jr, 1995). In the true sense, career satisfaction refers to individual estimation about contentment with what he has achieved and accomplished that may include advancement, income, and getting new skills (Greenhaus, Parasuraman, & Wormley, 1990).

2.3 Life Satisfaction

Life satisfaction is a subjective component of well-being that comprises a cognitive evaluation of a person's life as a whole. Diener, Emmons, Larsen, and Griffin (1985) are of the view that life satisfaction relates to a person's value system when making a judgment on the other various elements of life. Research in the past points out that life satisfaction has certain interdependent social, physical, and emotional aspects (Cloninger & Zohar, 2011). Studies have shown that variables such as health condition, culture, personal life, religion, social support facilities, marriage, and socio-demographic environment have an impact on life satisfaction (Diener, 2000).

2.4 Proposed Contribution

The analysis and findings of this study may have a valuable contribution to the body of knowledge on work-related attitudes with a temporal focus. Studies have shown that job attitudes influence employee absenteeism and turnover (Clugston, 2000). Therefore, further research about the possible effects of time perspective on these attitudes will be a valuable contribution to temporal research and its applicability on human resource issues. As per the understanding of the author, the current study is the first of its nature about time perspective. It is expected that the study will not only facilitate further research on time perspectives in Pakistan and other South Asian countries, it will also be a starting point in understanding the influence of temporal orientation on attitudes of people living in the South Asian region, thus resulting in the development of a balanced time perspective that leads to social harmony, optimism, peace and moderation in life.

2.5 Hypotheses and Conceptual framework:

Zimbardo and Boyd (1999) were able to explore time perspectives more systematically through the development of the Zimbardo Time Perspective Inventory (TPI). This TP scale has five subscales that are Past Negative, Past Positive, Present Hedonistic, Present Fatalistic and Future. The Past Negative time perspective (PN) relates to a person with a pessimistic attitude toward the past. The Past Positive (PP) temporal frame is apparent when the individual has a pleasant view of the past experiences and a positive depiction of past events. Present Hedonistic (PH) frame is obvious by prompt decisions at the moment and pleasure-seeking behavior, thus risk-taking attitude and limited thoughts about future repercussions. Present Fatalistic (PF) is concerned with believing that life events are pre-determined through uncontrollable events and fate, so future events have nothing to do with a person's deeds and merely depend upon destination. The Future (F) time frame is identified through goal planning and achievement that may lead to the sacrifice of present happiness for the future objectives. These five subdivisions of time perspective have shown diversity in human attitudes. Based on previous findings, we formulate the hypotheses for our study.

2.6 Time Perspective and Work-related attitudes:

Drake, Duncan, Sutherland, Abernethy, and Henry (2008) found that time perspectives are related to well-being by concluding that PF and PN subscales showed negative relation with subjective happiness, the PP subscale showed a positive relation with self-esteem (Drake et al., 2008). In another study, it was observed that the Future (F) subscale influenced work outcome, thus increasing job performance and work engagement (Kooij, Tims, & Akkermans, 2017). Future TP was positive whereas Past Negative TP was negatively related to job attitude (Cernas Ortiz & Davis, 2016). Based on previous studies, our hypotheses are:

H1a: Past Positive (PP) time perspective is positively related to Job satisfaction.

H1b: Present Hedonistic (PH) time perspective is positively related to Job satisfaction.

H1c: Future (F) time perspective is positively related to Job satisfaction.

H1d: Past Negative (PN) time perspective is negatively related to Job satisfaction.

H1e: Present Fatalistic (PF) time perspective is negatively related to Job satisfaction.

H2a: Past Positive (PP) time perspective is positively related to Career satisfaction.

H2b: Present Hedonistic (PH) time perspective is positively related to Career satisfaction.

H2c: Future (F) time perspective is positively related to Career satisfaction.

H2d: Past Negative (PN) time perspective is negatively related to Career satisfaction.

H2e: Present Fatalistic (PF) time perspective is negatively related to Career satisfaction.

H3a: Past Positive (PP) time perspective is positively related to life satisfaction.

H3b: Present Hedonistic (PH) time perspective is positively related to life satisfaction.

H3c: Future (F) time perspective is positively related to life satisfaction.

H3d: Past Negative (PN) time perspective is negatively related to life satisfaction.

H3e: Present Fatalistic (PF) time perspective is negatively related to life satisfaction.

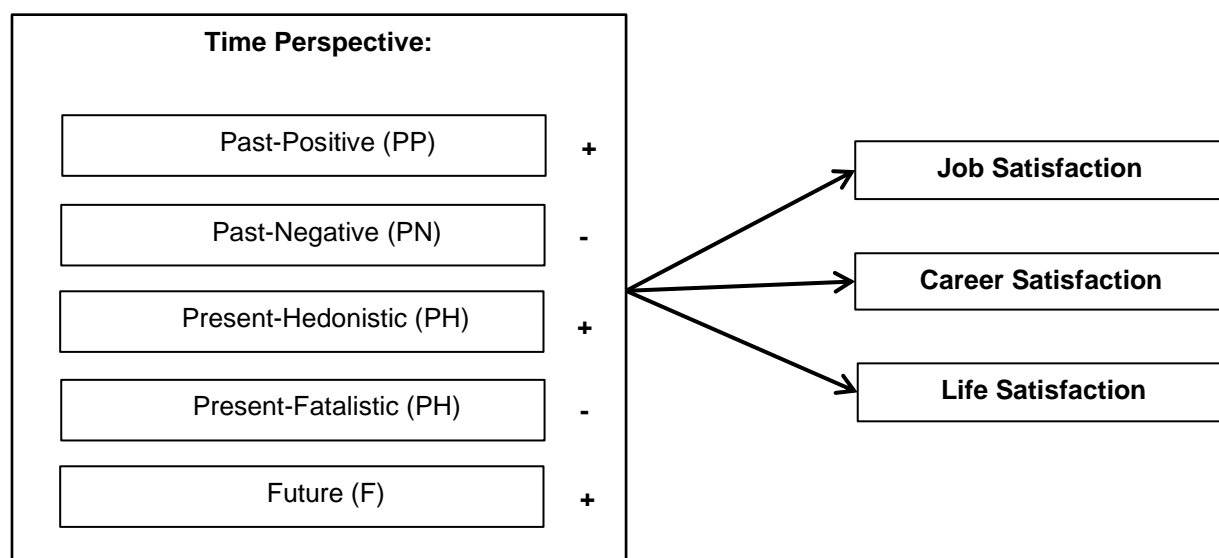


Figure 1. Conceptual Framework

3. Method

3.1 Participants

Teachers working in private colleges and government schools of the Kallar Syedan region of District Rawalpindi, Pakistan; were the population for this study. A nonprobability convenience sampling method was used.

3.2 Procedure

400 questionnaires were distributed among the target population, out of which 344 filled questionnaires were returned by the respondents. 23 questionnaires were discarded being incomplete, thus 321 questionnaires were included in the analysis for this study. Brief information about the purpose of the study and measures of confidentiality was included in the instrument. anonymously completed questionnaires were returned to the researchers. Afterward, the collected data was punched and analyzed through SPSS 23 software.

3.3 Measures

To measure Time Perspective (TP), we used the 15-item short version Zimbardo Time Perspective Inventory (SZTPI-15) developed by Zhang, Howell, and Bowerman (Zhang, Howell, & Bowerman, 2013). They adopted the already tested version of 15-item ZTPI (SZTPI-15) with repercussions established construct validities including divergent and convergent as well as test-retest reliability. It consists of five scales, corresponding to five-time orientations: Past Negative, Past Positive, Present Fatalistic, Present Hedonistic, and Future time perspectives, 3 items each. The SZTPI15 has average reliability of $\alpha = .73$ which is almost the same as that of the original standard ZTPI ($\alpha = .75$). It includes such items as: "Familiar childhood sights, sounds, events often bring back a stream of wonderful memories", "I often think about the unpleasant and painful experiences of the past", "Often luck has a greater role in our life than the hard work", "It is important to put excitement and adventure in my life", "When I want to achieve something, I set goals and try my best to achieve those goals". Responses were given on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Job satisfaction was measured by Job Satisfaction Index (Brayfield & Rothe, 1951), an 18 item scale that is widely used to measure job satisfaction globally. It includes such items as: "My job is like a hobby to me", "It seems that my friends are more interested in their jobs" and "I enjoy my work more than my free time". 5 points Likert scale, ranging from 1

(Strongly Disagree) to 5 (Strongly Agree) was used for recording responses. Ten items of this scale were included in the final analysis.

Carrier Satisfaction was measured by Greenhaus Career Satisfaction Scale (CSS) (Greenhaus et al., 1990), the 5 item scale used to measure career satisfaction, recording responses at 5 points Likert scale. Examples of items of this scale are: “I am satisfied with the success I have achieved in my career” and “I am satisfied with the progress I have made towards meeting my overall career goals”.

For measuring Life satisfaction, a 5 items scale known as Satisfaction with Life Scale (SWLS) was adopted (Diener et al., 1985). This globally used 5 item scale includes items such as: “In most ways, my life is close to my ideal” and “I am satisfied with my life”.

3.4 Construct Reliability and Validity

The reliability of scales indicated by Cronbach's Alpha is given in Table 1. The values for Cronbach's Alpha for all of the variables in our study are above 0.6.

Table 1: Reliability of Scales

Variables	Cronbach's Alpha	N of Items
Time Perspective	.70	15
Job Satisfaction	.63	10
Career Satisfaction	.79	5
Life Satisfaction	.74	5

The validity of constructs is given in Table 2. Average Variance Extracted (AVE) and Composite Reliability (CR) for all of the variables included in this study are in the acceptable region > 0.5 and the Average Variance Extracted (AVE) values are greater than those of Maximum Shared Variance (MSV).

Table 2: Construct Validity

Constructs	CR	AVE	MSV
1. Past Positive TP	0.858	0.673	0.477
2. Present Fatalistic TP	0.868	0.691	0.360
3. Present Hedonistic TP	0.872	0.696	0.477
4. Past Negative TP	0.884	0.719	0.164
5. Future TP	0.911	0.774	0.123
6. Job Satisfaction	0.932	0.587	0.054
7. Career Satisfaction	0.931	0.731	0.274
8. Life Satisfaction	0.908	0.664	0.252

4. Results

4.1 Descriptive Statistics

Data about various demographic variables of marital status, work experience, gender, highest academic qualification, age, home members, and job status was collected in the initial section of the questionnaire.

In the total sample of 321 participants, 42% ($n = 135$) were male whereas 58% ($n = 186$) were female. The majority 61% ($n = 197$) of the respondents were of the age 20-30 years followed by 24% ($n = 76$) of age group 30-40. Most of the respondents (63%, $n = 203$) were with master degree as their highest qualification, followed by bachelor level education (19%, $n = 60$) and MS/M.Phil. qualification (16%, $n = 51$). Out of the total respondents, 60% ($n = 191$) were un-married while 40% ($n = 130$) were married. The distribution of work experience showed that majority 50% ($n = 161$) were with work experience of 1 - 5 years,

followed by 5 - 10 year experience (17%, $n = 56$), with 10 - 15 year experience (13%, $n = 43$) and those with less than 1 year experience were 9% ($n = 30$). 7% ($n = 21$) of respondents had work experience of 15 - 25 years and 3% ($n = 10$) were with a work experience of more than 25 years.

4.2 Correlation Analysis

The results of correlation analysis for variables are presented in Table 3. Values of independent variables are within the tolerable limit of 0.8, therefore there is no issue of multicollinearity and we can test the independent variables. The above table shows that independent variables under study have a significant relationship for most of the dependent variables. More explanation of these relationships is given in the next section dealing with regression analysis.

Table 3. Means, Standard Deviations and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Past Positive TP	2.84	.85	1							
2. Past Negative TP	2.55	.74	-.24**	1						
3. Present Fatalistic TP	2.63	1.23	-.19**	.55**	1					
4. Present Hedonistic TP	3.05	.92	.30**	-.05	-.02	1				
5. Future TP	3.10	.91	.23**	.06	-.01	.56**	1			
6. Job Satisfaction	2.87	.63	.22**	-.23**	-.13*	.13*	.11*	1		
7. Career Satisfaction	2.89	.91	.34**	-.19**	-.18**	.45**	.31**	.26**	1	
8. Life Satisfaction	2.79	.90	.27**	-.15**	-.16**	.28**	.44**	.30**	.44**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.3 Regression Analysis:

Results of Linear regression between Time perspectives (independent variables) and Job Satisfaction, Career satisfaction, and Life satisfaction (dependent variables) are presented in Table 4.

Table 4. Regression Analysis

Predictors	Job Satisfaction		Career Satisfaction		Life Satisfaction	
	$R^2 = .27$	$F=23.685***$	$R^2 = .11$	$F=7.439**$	$R^2 = .09$	$F=6.062***$
	Beta	Sig.	Beta	Sig.	Beta	Sig.
Past Positive TP	0.22**	0.000	0.34**	0.000	0.27**	0.000
Past Negative TP	-0.23**	0.000	-0.19***	0.001	-0.15*	0.007
Present Hedonistic TP	0.13**	0.019	0.43**	0.000	0.28**	0.000
Present Fatalistic TP	-0.13*	0.024	-0.18**	0.000	-0.16**	0.003
Future TP	0.11*	0.042	0.31**	0.000	0.44***	0.000

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 4 shows that Job satisfaction has a significant relationship with all of the time perspectives. Job satisfaction shows a positive 22% ($P=.000$) significant relationship with Past Positive TP. Similarly, Job satisfaction has 23% ($P=.000$) negative and significant relation with Past Negative TP, 13% ($P=.019$) positive and significant relationship with

Present Hedonistic TP, 13% ($P=.024$) negative and significant relation with Present Fatalistic TP and has 11% ($P=.042$) significant positive relationship with Future TP. Hence, all of our research hypotheses related to the impact of time perspective on job satisfaction H1a to H1e are proved as true.

As we can see from the above Table 3, Career satisfaction also has a significant relationship with all of the time perspectives. Career satisfaction shows a positive 34% ($P=.000$) significant relationship with Past Positive TP and 19% ($P=.001$) negative and significant relation with Past Negative TP, 43% ($P=.000$) positive and significant relationship with Present Hedonistic TP, 18% ($P=.000$) negative and significant relation with Present Fatalistic TP and has 31% ($P=.000$) significant positive relationship with Future TP. Hence, all of our research hypotheses related to the impact of time perspective on career satisfaction H2a to H2e are proved as true.

Table 3 shows that Life satisfaction has a significant relationship with all of the time perspectives. Life satisfaction shows a positive 27% ($P=.000$) significant relationship with Past Positive TP, 15% ($P=.007$) negative and significant relation with Past Negative TP, 28% ($P=.000$) positive and significant relationship with Present Hedonistic TP, 16% ($P=.003$) negative and significant relation with Present Fatalistic TP and has 44% ($P=.000$) significant positive relationship with Future TP. Therefore, all of our research hypotheses related to the impact of time perspective on Life satisfaction H3a to H3e are proved as true.

5. Discussion

The purpose of this study was to get a better understanding of the association between time perspective and work-related attitudes. We do not find many studies on time perspective that investigate its impact on work-related attitudes like job satisfaction, career satisfaction, and life satisfaction. Since the start of human civilization, time perspective has been an important influencing factor of human psychology. Zimbardo and Boyd (2008) based on their research, have concluded that time perspective does affect human life. Zimbardo and Boyd (2008) identified five such time perspectives that could be exhibited by individuals at varying degrees. These are Past Negative (PN), Past Positive (PP), Present Hedonistic (PH), Present Fatalistic (PF), and Future (F) time perspectives. Studies found the significant relationship of TPs with coping (Beiser & Hyman, 1997; Wills et al., 2001), health-related issues (Hall & Fong, 2003), positive functioning (Drake et al., 2008), mindfulness (Stolarski et al., 2016); optimism, self-esteem and life satisfaction (Sobol-Kwapinska & Jankowski, 2016) and subjective well-being (Drake et al., 2008; Webster, Bohlmeijer, & Westerhof, 2014). Based on previous findings, it is important to note that as the attitudes have a behavioral, emotional, and cognitive component (Brief & Brief, 1998), the time perspective could also affect job-related attitudes like job and career satisfaction. Hence, we tried to find the impact of time perspectives (TPs) on job related attitudes and life satisfaction. It was hypothesized that Past Positive, Present Hedonistic and Future TPs have a positive whereas Past Negative and Present Fatalistic TPs have a negative effect on job satisfaction, career satisfaction and life satisfaction.

The results of our study showed that past positive, present hedonistic and future TPs do have a positive effect on job satisfaction. Similarly, we found that past negative and present fatalistic TPs harm job satisfaction. Hence, our results are in line with Ortiz and Davis (Cernas Ortiz & Davis, 2016). Our results indicate that individuals who have a positive and happy view of their past, an enthusiastic attitude for their present moment, and an ambitious perspective for future goal achievement, are more satisfied with their job. On the other hand, those with a pessimistic and sad view of their past and present show a declined tendency for satisfaction with their job. Thus, individuals with a positive and optimistic attitude about their past, present, and future, or a comparatively balanced time perspective (BTP) demonstrate a

greater level of life satisfaction. Boniwell and Zimbardo (2004) are of the view that TPs are flexible and people can learn to change their temporal perspective. So, rather than being restricted to any particular temporal bias that minimizes the other TPs (Boniwell, 2005), people can work towards achieving a temporal balance or balanced TP for well-being and optimal functioning (Stolarski et al., 2015). The advancement of a balanced temporal orientation in society can lead to greater optimism and enhanced satisfaction about job, career and life.

In our study, Future TP showed a significant positive relationship with all three independent variables, i.e., job satisfaction, career satisfaction, and life satisfaction. So, persons with an ambitious personality and a strong drive for future goal achievement demonstrate a greater level of satisfaction with their job, career, and life. Applying these results to specific socio-economic conditions in Pakistan, it is evident that the employed population and professionals in Pakistan are inclined towards future goal achievement for attaining greater career and life satisfaction. Such future time perspective can lead to sacrificing pleasure and relaxation in the present phase of life for future objectives. However, greater emphasis on future goals can result in lesser attention on happiness and contentment in the present moment, which can lead to tension and anxiety in the life of working professionals. Thus, we conclude that the development of a balanced time perspective (BTP) in society can lead to moderation, tolerance, cooperation, and enhanced social harmony.

5.1 Theoretical Implications

In line with previous research, our study has shown that Past Positive, Present Hedonistic, and Future TPs have a significant positive relationship whereas Past Negative and Present Fatalistic TPs have a significant negative relation with Job Satisfaction, Life Satisfaction and Career Satisfaction. Based on our findings, we may synthesize that individuals with optimistic view about time perspective are inclined towards a higher degree of job satisfaction; whereas negative temporal focus may lead to anxiety, a sense of insecurity, and pessimistic attitudes in society. Zimbardo and Boyd (2008) suggested that TPs are flexible and people can be motivated to change their time perspective. Thus, if temporal orientation tends to variability, people of Pakistan and other developing countries can be motivated for a better, optimistic, and positive attitude towards life and society. If people are taught about transforming their temporal focus towards optimism, i.e., achieving a positive time perspective, it will be a remarkable addition towards harmony in society. Future Time Perspective (Future TP) has shown a positive and significant relationship with all three dependent variables under our study, therefore, it is argued that although the attitude and struggle for future achievements is very popular among the Pakistani population, yet such overemphasized Future TP may also lead to tension and disturbance in the present moment if people keep on worrying about their future achievement. Hence, further research on time perspective (TP) is needed for an investigation into the reasons why people develop strong bonding with a specific temporal focus and how such a distinct time-focus can be tuned for social harmony, tolerance, moderation, and optimism.

5.2 Practical Implications

- For practicing managers, we suggest making people more mindful. Mindfulness is the ability or skill that help to have more control on ones' neural network. Studies so far have stressed upon the role of various time perspectives. For anyone irrespective of profession, gender or social class. All time perspectives are important and have shown strong influence on various desirable outcomes.
- It is important to have more control on thoughts and neural connection. This is only possible when people are mindful. Our past has a collage of fabulous memories, no

one tries to forget the pleasant memories of past. Our future is all about dreams and fantasies. Our imaginations help us to be in our ambitious world. The present is life, where we live. Collectively, all makes a world around us. To enjoy the novelty and blessings of all three perspectives managers should emphasize on training interventions to make employees mindful to enjoy different types of time perspectives.

5.3 Limitations and Future Directions

This study follows the sample from a specific population comprising teachers from a particular geographical region of Pakistan. Further research with a more diverse sample will be a valuable contribution to the time perspective research in Pakistan and other developing countries. Such research will not only popularize the concept of time perspective but will also help the researchers, policymakers, and general public towards the emergence of a composed time perspective and greater optimism. Studies may also consider other important outcomes such as job engagement, organizational performance and employee wellbeing may also be tested as an outcome of various time perspectives.

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