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## **Linking Time Perspective with Job Stress and Employee Retention; Mediation of Goal Orientation**

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### **ABSTRACT**

*The current study is attempting to investigate the link between individual's time perspectives with their perceived level of stress and respective retention to the job. This would also attempt to understand the impact of the temporal focus on the respective goal orientation in mediating role. The quantitative approach of empirical investigation has been incorporated to furnish the findings of the study. The survey-based methodology has been taken where 389 service professionals from the public and private service organization in Thailand have been asked to participate. The findings support the presumptions and established the conceptual relationship between Time Perspective with the perceived level of job stress and employee retention at work. This also supports the mediation of goal orientation on the employee retention and time perspectives. The mediation of goal orientation has also been confirmed by the relationship of job stress and time perspective. Further managerial implications and future scope of the investigation are discussed.*

**KEYWORDS:** *Time Perspective; Job Stress; Employee Retention; Goal Orientation*

### **INTRODUCTION**

'Time' is the concept that has always been in the important focus of human behaviour as asserted by Bludorn and Denhardt (1988) that 'time' is as fundamental topic as any other that exists in the human affair. It has witnessed the human development and has been monitored for several human behaviour either performance, attitudes, motivation, organizational improvisation or strategic decision making (Blount and Janicik, 2001; Gersick, 1998; Labiana, Moon and Watt, 2005). Time Perspective has eventually partitioned into two dichotomies 'Clock Time' and 'Psychological Time'. These two are nothing but the objectives or subjective representation of the referring time. Where Clock Time refers quantitative motion and psychological time depicts qualitative phenomenon. The clock time has mostly been discussing the management ideologies and strongly dominate the processes, functions and strategic outcomes. Adam (1995) however, identified the gap and claimed that effective management action is impeded by a simplistic understanding of the time that is dominated by the idea of 'clock' time, where individual usually lost rhythm with another psychological time perspective. An individual's time perspective profile has an influence on his/her perceived level of stress (Sonnetag, Pundt, & Albrecht, 2014). More focus on the negative past and tough experiences may increase stress level (Zimbardo and Boyd, 1999). On the contrary, the positive future and past perspective have potential to pursue the perceived level of stress from the job. There is literature evidenced that shows the job stress contributes

directly to the retention of the workplace (Abuarbrub,Zaru, 2008; Massod,2013). However, the individual's time perspective profile also relates to the psychological outcomes of the behaviour as asserted by Jones, Leither, Marshall, Jing and Lee (2013) that typically past orientation predicts negative psychological outcomes and future orientation predicts positive psychological outcomes. We also observe that individuals show different behavioural consequences when they demonstrate the goal orientation towards their personal or professional goal. Some employees are keen to learn new things, adopt the workplace development fast as compared to their peers whereas at the same time some would require more reinforcement or the psychological benefits to understand the importance of new things or developmental change at work (Vandewalle, 1997). Thereby relating the inclination towards the future orientation of the temporal focus. The goal orientation theory has conceptually investigated in empirical and experimental settings in academic and career aspired behaviour (Edwin, Van, Noordzij,2009). De Motta, Vigas, Turban (2014) found that person's ability to respond to stress is increased with high learning goal orientation whereas it reduces with a low level of learning goal orientation. The study also supports that procedural and psychological responses differ between learning and performance oriented goal orientation (Button, Mathiee, Zalac, 1996). Due to the multidimensional aspects of goal orientation and its significance in human resource development and management, generates a need to explore its relational impacts to the employee work behaviour.

The previous studies have attempted to study the time perspectives in several settings, but conceptual investigation with the perceived level of stress and its impact on his/her retention to the respective workplace have been less investigated so far. With the application of time perspective theory, the current article would emphasize on the workplace behaviour especially with respect to the process and behavioural outcome.

The article is arranged in the following sequence, first the literature review on the undertaken conceptual variables have been explored in order to develop the model and established the gap between the studies so far hence this would take the systematic review of literature covering the theory of time perspective, job stress, retention at workplace and goal orientation theory. Further, the description of adopted methods, procedural limitations and research design would be presented to explore the prediction and moderation. The study would further reveal the result and conclusion with managerial implication and future scope of theoretical investigations.

## **CONCEPTUALIZATION AND HYPOTHESIS DEVELOPMENT**

### **Time Perspectives Historical review and quantification**

The historical foundation of the time perspective came with the old philosopher Immanuel Kant (1724-1804) and Martin Heidegger (1899-1976) who conceptualizes in their notion that time is an innate cognitive ability that influences the way people experience the world. The William James (1890) connotes the time perception in his book 'principles of psychology', however, the construct has gained new dimensions with the work of Lewin (1951) who propounded the life space model giving importance to three zones of time; past present and future. He defined the time perspective as "the totality of the individual's views of his psychological future and psychological past existing in a given time. Lewin's ideologies go along with Nuttin (1985) definition who defined time perspective in 'object' or 'material' component i.e. past and future object constituting the content of time perspective. He

explained that content represents, an essential element of time perspective and temporal dimension possess concrete goals and memories, which is why both aspects are an important component of making time perspective. Albert Bandura (1997) postulated 'self-efficacy theory based on the temporal influence on the behaviour. The most pioneer contribution into the field has emerged after the Marshmellow experiment done by Professor Walter Mischel at Stanford University in 1960 and 1970's. Later the work extended with the conceptualization of time paradox named as Zimbardo six dimensions of past present and future. Zimbardo (1999) conceptualizes past with 'past negative' and 'past positive', present with 'present fatalism' and 'present hedonism', future with 'future' and 'future transcendentalist'. The Negative Past propounded as negative aversive view driven out of unpleasant experiences of the past; Past Positive represents a warm and pleasant attitude towards past; Present Hedonistic reveals the risk-taking and happiness oriented attitude towards life. These people tend to ignore pain and do all possible things that give them happiness (Zimbardo,1999). Present Holistic is the people who live in present completely, basically, their spiritual thinking is high and they have gained mastered in the art of meditation. They usually have no regret of past and no hope of future they just go with the flow of life. The future-oriented people are goal driven and their thought gives impact to the decision and activity of today. The transcendental future comes after death when people relate their thinking with god and his judgments, end of pain or incarnation ora family reunion. Zimbardo's (1999) connotation has attempted to cover all of the thinking perspective relating to time, however, literatures give evidence that the concept too kits influence on several constructs. The complete profiling of the construct revolves around several dimensions such as Temporal orientation (Halman and Silver, 1998), Temporal depth index (Bluedorn, 2002) and Time attitude scale (Nuttin 1985), factor of time urgency- hurriedness (Jansen and Kristof- Brown 2005)and pacing scale (Gevers et. al. 2008). The concept has newly conceptualized as one component that is the temporal focus (Shipp, Edwards and Lambert, 2009). The TP has seen in literature in empirical investigations and studied into implementation in several behavioural and social consequences as carrying the certain type of temporal orientation such as school dropout rates, drug use and addiction, sustainable and environmental concerns, health and wellbeing etc.

### **Time Perspective and Perceived level of job stress**

Individual temporal orientation may give direct or indirect influence on perceived level of stress. Literature has evidenced several researches investigating the physical activity, well-being, job characteristics, social support and mentoring or personality type (Al-Dubai and Alshagg 2013; Cerin, Lesline, Suriyama, 2010;Steyn, Vawd, 2015; Drake, Duncan, Sutherland, fi, Abernethy, & Henry, 2008)in relational model, the construct has also been found contextually related to time management skills where job stress may control by the time management skills. Sonnentag, Arbeus, Mahn, and Fritz (2014)conceptualize the stressors detached model where he qualified job stressors in physical, task-related, role stressors, social stressors, career-related, time pressure and workload, role ambiguity, overload and role conflict, the workplace may influence the individuals' level of stress which eventually may relate to present temporal focus. Lang & Carstensen (2002) has found that future temporal perspective does give influence to goals attainment and social relationship. Despite having several studies, investing job stress in mediation, correlational and moderation models, nomological investigation of the construct found with less attention thereby giving conceptual gap that job stress has not been contextually examined with the

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time perspective. This has also not found that which dimensions of temporal orientation, past present or future predict the level of perceived stress in individual behaviour at work. However, Zimbardo (1999) claims that the among six dimensions of time perspective the past negative, present Fatalism, Present Hedonistic contribute to individual anxiety and increased aggression thereby relating time perspective physical stress however so far very few studies have focused on occupational stress. Boniwell and Zimbardo (2015) also connotes that Time Perspective must have balanced approach as balanced time perspective is the key to unlocking personal happiness and finding more meaning in life despite the relentless, Indifferent movement of life's time clock towards its final ticking for each of us. Hence this research postulates the model to investigate the three dimension of temporal investigation whereby we would be looking the impact of time perspective on the individual's job stress. The proposed presumption is as follows.

H1: Past, present and future temporal orientation significantly predicts the job stress.

### **Time Perspective and Employee Retention**

Studies on the Past, Present and Future perspective of the individual reveal the understanding that employee driven by the future perspective may not likely to continue the employment in same workplace, if he or she does not provide the development opportunity, at the same time the individual driven by present perspective may not give due focus on the future consequence and would be content with the present job offerings and their by retaining with the work employment. However at the same time if he receives offers for better work and money he may tend to switch his job. This is also likely to have that bad past experience with the nature of work or workplace may lead towards the intention to leave the job and eventually affects the retention pattern. The subjective time and objective time perspective may also lead towards the intention to retain in the workplace. Especially considering the age of the employee it may not relate to the time perspective, however, the job characteristics may influence the time perspective (Zacher & Frese, 2009). Numerous research has conceptually examined retention with organizational culture, leadership, training and development and motivation (Chatterjee, 2009; Anitha& Begum, 2016; Frank,2006; Sandhya & Pradeep Kumar, 2011). However, how far the time perspective gives impact to the employee retention has not been taken so far into the literature investigation. This represent the conceptual gap and therefore intending towards the presumption as follows;

H2: Past, present and future temporal orientation significantly predicts the employee retention at work.

### **Goal Orientation as Mediating Variable**

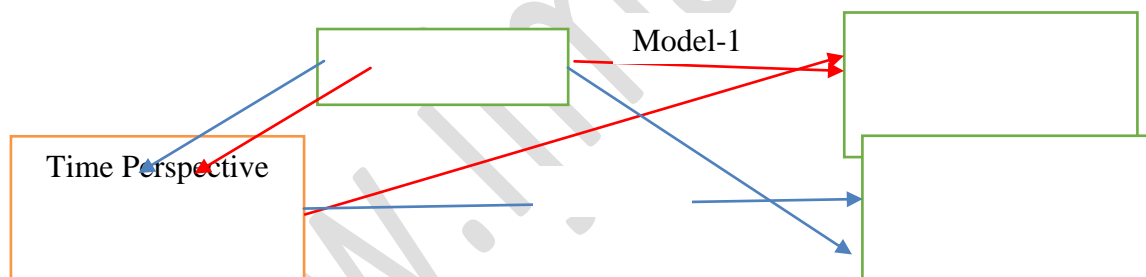
An individual with future time perspective would intend to set the goal and thereby make an attempt to meet that goal requirement. Seijts (1998) investigated future time perspective in theories of work motivation and claimed that future time perspective determines to a large extent, the kind of goal that is to be set or accepted or whether goal conflict is likely to occur. He emphasized on the proximity of the goal orientation and said that the one who set a proximate goal in addition to the distant goal is likely to pursue a distant goal in a disciplined manner and will experience success at a faster rate than to one who has only formulated a proximate goal. This reveals that goal orientation relates to the future time perspectives but does it relate to the present and past perspective as well? Do individual at workplace feels stressed out, if his goal is not meeting to time requirement, does it give any influence to his

retention at the job. As the goal orientation theory is social –cognitive theory of Achievement Motivation (Youghand Anderman, 2000) and explains why? instead of how? individuals engage in their work and attain the desired goals. Button, Mathieu, & Zajac (1996) conceptualize goal orientation in the organizational context and postulates two-dimensional model consisting dispositional and situational aspects. He conceptualizes goal orientation in two construct learning and performance. Porter (2005) has investigated the influence of goal orientation on backing up behaviour, performance, efficacy, and commitment in teams and he found that the variables of performance orientation, efficacy and commitment relate to each other. But the investigation pertaining to its conceptual mediation model with retention at work has not been found in literature. Goal orientation found to be investigated in the relational model (VandeWalle, Cron, & Slocum,2001; Horvath, Herleman & Lee McKie,2006).

This reveals the need to investigate the goal orientation in terms of organizational work model and understand its mediating effects on individual’s time perspective, his job stress and retention at the workplace. Hence this study proposed the two presumption as follows

H3: Individual’s Time perspective, job stress and employee retention are significantly co-related to linear relationship model.

H4: The goal orientation mediates the linear relationship between time perspective, job stress and employee retention.



**Figure 1 Conceptual Framework**

**METHOD**

The study has collected data from the service organization in NakhonNayok and Bangkok City in Thailand. It has covered the wide range of healthcare, restaurants, educational institutions, hotels and tourism organizations. The data has been collected through the self-administered mode with the help of Google survey and personal attention. The total 389 employees belonging to these organization has been asked to participate in the study. The Kaiser Meyer Olkin (KMO) has been implied to obtain sample adequacy and validity has been observed through chi-square difference test. The scale has obtained overall.90 as reliability score. And validity has also been found at the acceptable level of the significance test.



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## **MEASURE**

The instrument consists of two sections where first part was designed to assess the demographic, tenure of employment and designation of the job. And the second part consists of the conceptual variable studied such as goal orientation, time perspectives, job stress and retention at the workplace. The descriptions of each conceptual variable are as follows:

### **Time Perspective:**

The individual's time perspective was measured by 9 items consisting the past, present and future temporal focus which has been adopted from Shipp, Edwards, and Lambert (2009) scale. It has measured the three dimensions of TP; past, Present and Future. The items such as 'I think about things from my past', 'I live my life in the present, and I focus on my future. The scale has observed five points Likert scale where 1- strongly disagree and 5 as strongly agree. The obtained reliability score for this scale is .91.

### **Job Stress:**

As the survey has observed on the employee belonging to service industry this has obtained from the House, Wells, Landerman, Mc Michael, and Kaplan (1979). It has covered the dimensions responsibility pressure, role conflict, workload, quality concern, job vs non job conflict; this has also included the social stress at work. The items such as 'Feelings that you have too much responsibilities for the work of others', 'Thinking that you will not be able to meet the conflicting demands of various people you work with'. The measure has also observed the scale where 5 as nearly all the time, and 1 as not at all. The obtained reliability score for the current scale is .87. Based on the content validity and face validity and applicability in the Thai context, we limit to eight items from the scale.

### **Employee Retention:**

This study has adopted the retention scale from the work of Yamamoto (2011) consisting three items seeking to assess the intention to work in the same place and intention to leave. This has taken the items such as 'Do you want to work at your current workplace for a long time', 'Would you want to change your job if there were another more beneficial workplace', 'If I would get another job offer from other company, I would take the job. This measure has observed the similar scale as 1 as strongly disagree and 5 as strongly agree. The obtained reliability score for the current scale is .60.

### **Goal Orientation:**

This measure has been adopted from the Vandewalle (1997) as the scale has developed with a due focus on work domain and organizational context. The majority of the available goal orientation frameworks are developed in educational context. The two-dimension performance and learning has been observed into the scale. This consist of some item such as 'I prefer to work in a situation that require a high level of ability and talent' and 'I enjoy challenging and difficult task at work where I'll learn new skills'. The scale has observed the similar scale as in the previous measure and obtained .90 reliability score.

**Table 1: Reliability and Validity Analysis**

Dimensions	No of items	Cronbach's Alpha	KMO values	Chi-square	DF	Sig
Entire Scale	29	.908	.898	7770.912	406	.000
Employee Retention	3	.608	.634	124.350	3	.000
Time Perspective	9	.919	.930	2973.055	36	.000
Job Stress	8	.871	.909	1281.918	28	.000
Goal Orientation	9	.901	.922	2159.760	36	.000

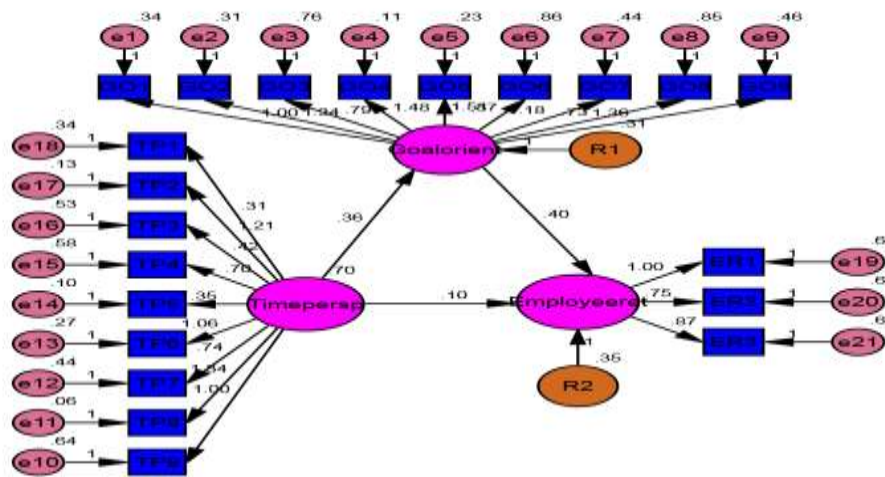
## RESULT

The structural equation model was performed to test the association between time perspective, goal orientation, and employee retention (concept model 1). Referring to the model fit indices discussed by Hooper, Coughlan, & Mullen(2008) the following threshold levels were interpreted. The structural equation modelling of the conceptual variables revealed that the effect of time perspective on employee retention is non-significant at  $p > 0.05$ . The model converged with a chi-square  $\chi_{(186)}$  value of 609.520 at  $p \leq 0.05$  (Refer to Figure 2). To analyze the mediation of goal orientation between time perspective and employee retention bootstrapping results were considered. Bootstrapping of 5000 samples was done at 95% confidence interval (Preacher and Hayes, 2008). The indirect effects of time perspective on employee retention revealed that  $b = .145$ , Standard error = .045, and Confidence interval values lie between  $CI = .069$  to .256 (lower bound and upper bound), which is statistically significant at  $p \leq 0.01$  (Table 2). Hence, the indirect effect of time perspective on employee retention is statistically significant. The results confirmed the evidence of mediating role of goal orientation. However, the results of direct effects were considered to understand the type of mediation existing. The direct effect of time perspective on employee retention revealed that  $b = .103$ , Standard error = .084, and Confidence interval values lie between  $CI = -.024$  to .311 (lower bound and upper bound), which is statistically non-significant at  $p \geq 0.05$ . This confirms the evidence of complete mediation of goal orientation. Hence, the relationship between time perspective and employee retention is mediated by goal orientation. Further, the model fit indices revealed that the model is fit in all respect. The CMIN/DF value met the threshold levels suggested by Wheaton, Muthen, Alwin, and Summers (1977)  $3.277 < 5$  indicates a good fit. The other fit indices values met the threshold levels suggested by (Hair et al, 2010; Forza and Filippini, 1998), GFI value of .872 (greater than 0.80), AGFI value of .841 (greater than 0.80), RMSEA value of 0.07 (Garver & Mentzer, 1999), RMR value of .067 (less than 0.09), SRMR value of 0.05 (less than 0.08 referred by Byrne, 1998), CFI NFI and TLI values is greater than 0.90.

**Table 2 Direct and Indirect Effects and Bootstrap Confidence Intervals for Model 1 mediation (Employee retention as dependent Variable)**

Model Pathways	Estimate effects	95CI UBC	95CI LBC
<b>Direct effects</b>			
ER ← TP	.103 (NS)	-.024	.311
ER ← GO	.401**	.191	.638
GO ← TP	.361**	.258	.477
<b>Indirect Effect</b>			
ER ← GO ← TP	.145**	.069	.256

\*\*significant at  $P < 0.05$ , (NS) = Not significant ( $p > 0.05$ ), (CI) = Confidence interval, UBC = Upper bound Bootstrap Confidence, LBS = Lower bound bootstrap confidence.



**Figure 2 SEM Model for direct and indirect effects for time perspective on employee retention**

The structural equation model was performed to test the association between time perspective, goal orientation, and job stress (concept model 2). The estimates revealed that the effect of time perspective on job stress is non-significant at  $p > 0.05$ . The model converged with a chi-square  $\chi_{(296)}$  value of 765.036 at  $p \leq 0.05$  (Refer to Figure 3). To analyze the mediation of goal orientation between time perspective and job stress bootstrapping results were considered. Bootstrapping of 5000 samples was done at 95% confidence interval (Preacher and Hayes, 2008). The indirect effects of time perspective on job stress revealed that  $b = .077$ , Standard error = .032, and Confidence interval values lie between CI = .030 to .159 (lower bound and upper bound), which is statistically significant at  $p \leq 0.01$ . Hence, the indirect effect of time perspective on job stress is statistically significant. The results confirmed the evidence of mediating role of goal orientation. However, the results of direct

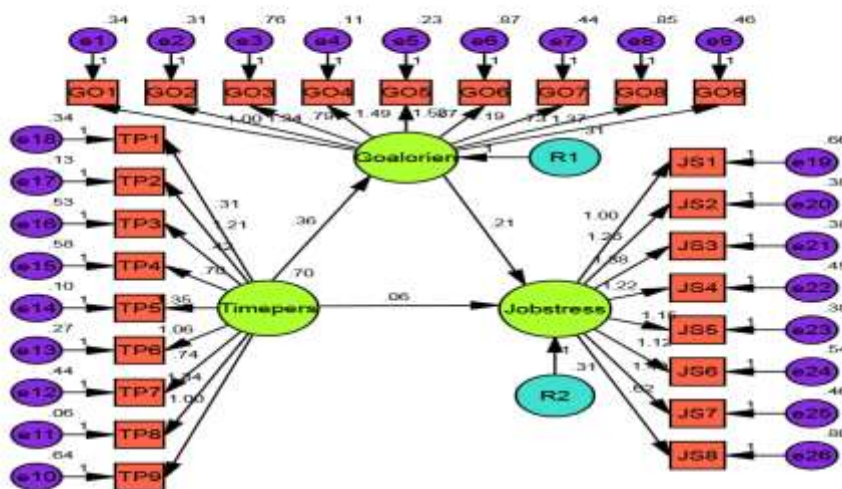


effects were considered to understand the type of mediation existing. The direct effect of time perspective on job stress revealed that  $b = .058$ , Standard error =  $.041$ , and Confidence interval values lies between  $CI = -.025$  to  $.136$  (lower bound and upper bound), which is statistically non-significant at  $p \geq 0.05$ . This confirms the evidence of complete mediation of goal orientation. Hence, the relationship between time perspective and job stress is mediated by goal orientation. Further, the model fit indices revealed that the model is fit in all respect. The CMIN/DF value met the threshold levels suggested by Hu and Bentler (1999)  $2.585 < 3$  indicates a good fit. The other fit indices values met the threshold levels suggested by (Hair et al, 2010; Forza and Filippini, 1998), GFI value of  $.871$  (greater than 0.80), AGFI value of  $.847$  (greater than 0.80), RMSEA value of  $0.06$  (Garver & Mentzer, 1999), RMR value of  $.059$  (less than 0.09), SRMR value of  $0.05$  (less than 0.08 referred by Byrne, 1998), CFI, NFI and TLI values is greater than 0.90.

**Table 3 Direct and Indirect Effects and Bootstrap Confidence Intervals for Model 2 mediation (Job Stress as Dependent Variable)**

Model Pathways	Estimate effects	95CI UBC	95CI LBC
<b>Direct effects</b>			
JS ← TP	.058 (NS)	-.025	.136
JS ← GO	.214**	.075	.399
GO ← TP	.361**	.258	.477
<b>Indirect Effect</b>			
JS ← GO ← TP	.077**	.030	.159

\*\*significant at  $P < 0.05$ , (NS) = Not significant ( $p > 0.05$ ), (CI) = Confidence interval, UBC= Upper bound Bootstrap Confidence, LBS=Lower bound bootstrap confidence.



**Figure 3SEM Model for direct and indirect effects for time perspective on job stress**

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## DISCUSSION

The discussion on the conceptual finding comes along the understanding that time perspective does contribute to the employee retention which partially justifies the result of (Zacher & Frese, 2009). This reflects that employees past, present and future temporal focus do influence their retention to the workplace. Hence the good and bad experiences from past act as thinking base while present achievements and future aspirations from the workplace may directly contributes to individual's retention. The goal orientation has also found contributing to the employee retention as the statistical inferences has supported the presumption. The results supports the partial result of the Sandhya & Kumar (2011) who related goal orientation with motivation at work and found career orientation as contributing factor to employee retention at work.

While discussing the statistical inferences on the mediation effects of goal orientation on employee retention and time perspective, the results have supported the mediation. Hence the findings give the strong direction of the future perspective and goal orientation as important work behaviour to retain of employees at work. While discussing the model 2 where job stress has found to be significantly related with the time perspective and observed with partial justification of the investigation done by Barney and Elias (2010), who claims that allowing the employee to create their own work schedule moderates the impacts of stress on intrinsic and extrinsic motivation at work. However, the goal orientation (both performance and learning) mediates the relationship between job stress and time perspective. This is partially and conceptually supporting the previous model, as the employee in learning goal orientation would focus more on future and present time perspective whereas performance goal orientation would seek the balance time perspective where perfect combination of past, present and future has considered. This would certainly influence the perceived level of stress by the individual employee who is future-oriented and hence compelled to complete all the task with attention to detail. This research claims with the empirical observation that individual past, present and future temporal focus influences the job stress. However, the goal orientation may influence the stress and time perspectives. Therefore goal orientation act important role in shaping the perceived level of stress and employees respective intention to retain with the work and contribute his/her services in future with the same positions and learning.

## CONCLUSION

The study was attempted to measure the influence of time perspective on employee work behaviour i.e. retention and job stress. And also aimed to investigate the mediation of individual's goal orientation on the relationship between time perspective, employee retention and job stress. This study concludes that time perspective plays a very important role in individual retention with the current work and their perceived level of job stress. The study also concludes that individual level of stress and time perspective may get affected by their respective goal orientation. Whereas on the one hand, time perspective is an important contributing factor to the employee stress, on the other hand it is equally important for retaining them at work. Past, Present and Future Perspective does give potential influence on the goal orientation as it gives influence to employee retention. The several studieshas

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contributed and related the behavioural consequences with time perspective in education settings whereas the present settings has found to be applicable in an organizational setting.

### **Contribution/Implications of the study**

The study proposes the managerial and theoretical implication with the conceptual investigation of Time perspective with goal orientation, job stress and employee retention. The theoretical implication of the present study is the conceptualizing and relating theory of goal orientation with the theory of time perspective there by proposing a nomological understanding of Time Perspective construct. Also, this study has undertaken the service employee as a sample of the population, the literature studied so far has not been observed with any investigation of time perspective in regards to service employee in Thailand. Hence study would imply as input to the researchers, academician and psychologist performing their research in parlance to Time Perspective.

Study contributes to the managerial/practical implication as this recommends to have the complete focus on time perspective as pre- requisition of the recruitment, selection of the potential candidates and career development opportunities at the workplace. This would also help human resource professional to meet the organizational need with designing the development plan after the complete understanding of the potential candidate's time perspective profile. Asan employee who has balanced time perspective may be treated as a potential source of talent within the company where asan employee with more future orientation and past orientation may be designed with separate mentoring, coaching and development plans. Retention being an important issue these days especially in the service industry, this study would help the managers to understand the employee behavior in one perspective where time perspective and goal orientation act as an important contributing factor on employee retention. This would also contributes towards the understanding of job stress at work.

The study make numerous contribution. First, this would contribute to the theoretical gap with proposing the conceptual model of time perspective with the job stress and retention at workplace. Second; the study would also attempt to investigate the goal orientation as mediating variable which would again extend the concept with an intervening variable. The third contribution reflect the focus on the wide ranges of services organizations such as education, hotel, financial and banking firms and hospitality industry in Thailand. Which would let the findings more generalized in regards to its managerial implication.

### **Limitation and Future Scope of the Study**

As the study has taken service environment as an area of investigation, this may not justify with the manufacturing and other types of organizational settings henceforth presents the limitation along with the future scope of the empirical investigation. The study has undertaken the quantitative approach of investigation whereas behavioral phenomenon can be more precisely investigated with the qualitative aspects henceforth this is also giving methodological limitation and proposing the future scope of the study. The concept of time perspective has been investigated with employee retention and job stress. There by presenting the need to explore the model more vividly. As the present study has taken comprehensive job stress (Occupational, Physical, Psychological and Social stress at work) and attempted to investigate in the conceptual modeling with Time perspective. Therefore the type of stress

and its influence on three distinguished time perspective may have the future scope of the investigation. The Time perspective may also be conceptualize with employee psychological contract and innovation potential at work as the future scope of the study. The study also postulated the need to investigate balanced time perspective in the conceptual setting of performance at individual level during the different stages of the life cycle as this may help employers to make clear understanding of the temporal focus of the employees working. The cultural influence prevailing in modern organization where talent is diversified in regards to religion, color and nationality, this also give importance area of investigation that does culture give influence to individual's time perspective?

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