iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 12 **Issue:** IV **Month of publication:** April 2024

DOI: https://doi.org/10.22214/ijraset.2024.59879

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International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 12 Issue IV Apr 2024- Available at www.ijraset.com

Relationship between Time Perspective, Psychological Capital, and Work Performance

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Abstract: ***The relationship between Time Perspective (TP), Psychological Capital (PsyCap), and Work Performance (WP) among employees in diverse private and service sector organizations was looked into. A quantitative cross-sectional approach was adopted, with 214 participants meticulously selected through purposive sampling. Advanced statistical tools in SPSS, such as Spearman's rho and linear regression, were utilized to rigorously examine the relationships and influences between TP, PsyCap, and WP. The findings of this study challenged traditional notions by rejecting two null hypotheses, thereby uncovering significant correlations and impacts among the variables under investigation. Notably, the research underscored the pivotal role of specific TP dimensions, particularly Past Positive and Future orientations, in shaping PsyCap's influence on WP. This nuanced understanding sheds light on the multifaceted nature of employee behaviour and performance within organizational contexts, highlighting the need for tailored interventions and strategies to enhance employee well-being and productivity.***
Keywords: Time Perspective, Psychological Capital, Work Performance, Past Positive, Future Orientations, Employees

I. INTRODUCTION

Time perspective is a psychological construct encapsulating an individual's perception and experience of the past, present, and future. This multifaceted concept significantly influences one's expectations, goals, and overall attitudes toward the passage of time. Distinguished into various dimensions, time perspective includes past-negative, past-positive, present-fatalistic, present-hedonistic, future-negative, and future-positive orientations. These dimensions collectively contribute to shaping an individual's temporal mindset and behavioural tendencies (Klapproth, F. 2022, Stolarski, M. et al. 2016).

Zimbardo and Boyd (1999) define time perspective as “the often unconscious 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”. According to Kooji et al. (2018) in their study named ‘Future time perspective: A systematic review and meta-analysis’, Time Perspective is “The ability to foresee, anticipate, and plan for future desired outcomes is crucial for well-being, motivation, and behaviour”.

Lewin defined time perspective as “The totality of the individual’s views of his psychological future and his psychological past existing at a given time . . .,”. Further, “Persons of all ages are influenced by the manner in which they see the future, that is by their expectations, fears and hopes . . .” (Lewin,1935).

The concept of Time Perspective itself was brought about by the famous psychologist Phillip Zimbardo wherein he divided time perspectives into five different facets including that of Past Negative, Past Positive, Present Fatalistic, Present Hedonistic and Future. However, earlier used measures of Time Perspective had lower psychometric properties and tended to focus only on the ‘Future’ aspect of Time Perspective which proved to be significant limitations for further research prospects. Hence, The Zimbardo Time Perspective Inventory (ZTPI; Zimbardo & Boyd, 1999) was formulated with robust psychometric attributes for the purpose of encompassing the wide range of various time orientations within a single instrument. The ZTPI comprises five subscales (past positive, past negative, present hedonistic, present fatalistic, and future) and signifies an individual's relationship with time as an automatic cognitive process in which individuals organise their personal and social experiences into temporal categories. Test–retest reliability of the five subscales of the ZTPI was established with 58 Stanford introductory psychology students over a 4-week period. Reliabilities ranged from .70 to .80. The Future scale demonstrated the best test–retest reliability (.80), followed by Present-Fatalistic (.76), Past-Positive (.76), Present-Hedonistic (.72), and Past-Negative (.70). All correlations were significant at $p < .01$ (Boyd & Zimbardo, 2015).

Luthans and his co-authors describe PsyCap as an individual’s positive psychological state of development that comprises four positive psychological resources: self-efficacy, optimism, hope and resilience (Luthans, 2012).

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It has been found to have a positive impact on various outcomes, including organisational effectiveness, job performance, academic performance, and success in completing professional studies. In the context of the job search process, psychological capital plays a significant role, with a positive association between psychological capital and job search outcomes and job seekers' well-being. It is also positively related to work engagement and affective organisational commitment among employees in different industries. There is a strong and positive correlation between psychological capital and subjective well-being (Newman et al., 2014). There have been wide implications of PsyCap suggested in the realm of practical uses to the extent of gamification and PsyCap development along with pilot studies conducted in order to test interventions called PCI: PsyCap Intervention reviewing its uses in typically neurotic conditions like Depression and Anxiety (Luthans et al., 2010).

PsyCap is also known to have good reliability and validity. A study conducted by Sihag and Sarikwal (2014) on Indian IT professionals showed a reliability of 0.721 and a Cronbach's Alpha value of 0.7 for PCQ along with significant and acceptable internal reliability and convergent validity.

Job Performance, as defined by Andrade et al. (2020), is characterised as a 'dynamic process, which receives constant influence from the environment, the individual themself, and the workgroup. Without individual performance, there is no team performance, no unit performance, no organisational performance, no economic sector performance'. They defined Work/Job Performance as a behaviour performed during work rather than simply the end result of the performance leading to certain quantifiable factors such as that of 'Sales Growth' in a certain time frame since the results could be variable based upon a number of extraneous variables which are out of the salesmans' control. Therefore, Work/Job Performance was divided into two components, that of 'Task Performance' and 'Contextual Performance' where 'Task Performance' refers to the production stage and how the activities of individuals' performance fits in with issues of the organisation and 'Contextual Performance' refers to performance which is connected to broader levels of the work environment but does not directly affect the aspects of production in the organisation (Andrade et al., 2020). Both of these components together give us a brief overview of the general Job/Work Performance of the individual in the organisation. Based on this model of performance, A General Self-Assessment Scale of Work Performance was created by Queiroga (2009) with 20 self-report items where there were eleven context related questions and nine task-related questions. The scale showed good psychometric properties and successful efforts were made by Queiroga (2020) along with their team to further reduce the items to a ten item questionnaire whilst maintaining its psychometric properties which was also used for the sake of this study.

Philip Zimbardo's Time Perspective Theory is a psychological framework that delves into the intricate ways individuals perceive and interact with time, shaping their behaviours and decision-making processes. Rooted in the idea that people exhibit distinct orientations towards time, this theory posits that these perspectives significantly impact various facets of their lives, encompassing crucial aspects such as decision-making, planning, and overall psychological well-being (Stolarski et al, 2016).

At the core of Zimbardo's theory are six distinct time perspectives, each shedding light on an individual's temporal orientation. The Past-Negative perspective involves a focus on negative past experiences, fostering a pessimistic outlook, while Past-Positive individuals emphasise positive and nostalgic memories. Present-Hedonistic orientation prioritises immediate pleasure, often at the expense of long-term considerations, whereas Present-Fatalistic individuals believe events are predetermined, exerting limited control over their present and future. The Future perspective revolves around setting and achieving long-term goals, planning, and considering the consequences of actions. In contrast, the Transcendental-Future perspective extends beyond personal existence, involving a sense of purpose tied to spiritual or transcendent beliefs. Zimbardo contends that the interplay of these time perspectives influences not only individual choices but also broader aspects of life. A balanced integration of these perspectives is deemed crucial for psychological well-being and effective functioning across diverse life domains (Stolarski et al, 2016).

When it comes to Theories of Work Performance and Theories of Motivation one particular theory stands out having made a significant contribution to the field which is the theory brought about by Edwin Locke in the 1960s. It is the 'Goal Setting Theory of Motivation' which is essentially linked to 'Task Performance'. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. In simpler words, goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. However, research conducted by Seijts & Gerard H. (1998) titled 'The Importance of Future Time Perspective in Theories of Work Motivation' looks into how although this theory has made a splash in the Industrial research community, it does not take into account the presence of the variable of 'Time Perspective', more specifically 'Future Time Perspective' which has been under the monocle of the research community for a while now and has only proven how it can affect various aspects of Job Performance (Dunnette, M.D., 1976). Theories of Job Performance and Work Motivation do not also take into account subjective variables like that of 'Psychological Capital' which could affect aspects of 'Time Perspective' and 'Job Performance' (Cades, A. P., 2018).

Psychological Capital or, as we popularly know it as, PsyCap is defined by Luthans, Youssef, & Avolio (2007) as "an individual's positive psychological state of development that is characterised by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success". Although, the variables go beyond that of only these four variables of Self-efficacy, Hope, Optimism and Resilience and certain scales have also been created in order to include two more components to the already existing components. These two components are that of 'Self-Worth' and 'Self Conscious' and the study found an overall PsyCap Cronbach's Alpha of 0.91 indicating that the scale had good reliability with a good construct validity of 0.59 to 0.81 for the dimensions as mentioned in the 'Manual for Psychological Capital Scale' by Naik & Dr. Khan. However, for the sake of efficiency short-versions of all the scales were used in a manner that they did not lose their already existing psychometric properties which will be discussed further into the study.

To discuss the current need of the study we need to look at classical as well as fairly newer theories of Work Performance which do not take into account the effect of 'Time Perspective' as well as 'PsyCap' into perspective but instead focus more on the aspect of 'Work Motivation' (Sejits & Gerard, H., 1998). Furthermore, although there is a clear connection between the the two variables of PsyCap and Work Performance as well as PsyCap and Time Perspective there are very few studies that indirectly or directly measure the connection between 'PsyCap', 'Time Perspective' and 'Work Performance' (Abubakar et al., 2019; Elrehail et al., 2021; Cades, 2018).

Moreover, there were few to no studies found which directly compared the effect of all three variables on each other in an industrial perspective since the current few studies also focus on the mediating/moderating role of one of the variables on the other two as mentioned in the papers above which also prompted the author to go for this study as well. Adding on, based on the results, it would be able to add to the body of knowledge by having implications in further improving Job/Work Performance of the employees and a better understanding of how the institutions could improve their work environment to foster further performance boosts in their employees.

II. REVIEW OF LITERATURE

In a study conducted by Cades et al. (2018), the "Influence of Psychological Capital and Thinking Perspectives on Construction Safety Climate and Performance" was investigated. Using multiple regression and ANOVA analyses, the research examined factors influencing safety outcomes in the construction industry. Results indicated that future and present thinking significantly predicted psychological capital (PsyCap) and safety climate. Moreover, a positive association was found between PsyCap and safety performance, highlighting the crucial role of psychological resources in enhancing job safety. The study's rigorous statistical approach lends credibility to these findings, offering valuable insights for industry stakeholders and potential avenues for targeted interventions in the construction sector.

Another research in a similar domain conducted by Saman & Wirawan (2021) in their study titled, 'Examining the impact of psychological capital on academic achievement and work performance: The roles of procrastination and conscientiousness' endeavoured to explore the influence of Psychological Capital (PsyCap) on the academic attainment of students and the job performance of employees by means of procrastination at varying degrees of conscientiousness. The initial cohort encompassed 1,670 college students hailing from four prominent universities situated in Makassar. A majority of the participants were of the female gender (73.7%) and their ages ranged between 17 and 24 years. The subsequent group comprised 400 workers (57.5% female) emanating from five key establishments representing the private and public sectors in Makassar. The outcomes put forth suggested that the PsyCap of students had an adverse direct effect on academic procrastination; however, procrastination did not yield a significant impact on the cumulative Grade-Point Average (GPA) of students. The detrimental influence of PsyCap on students' procrastination was more pronounced in instances where students exhibited low conscientiousness as opposed to high conscientiousness. Conversely, the PsyCap of employees was a negative forecaster of work procrastination and exerted a positive influence on the work performance of employees. The findings also highlighted that procrastination acted as a negative mediating factor in the relationship between PsyCap and the performance of employees. Succinctly, conscientiousness served as a moderator in the PsyCap-GPA association for students, while procrastination functioned as a negative mediator in the PsyCap-employees' performance link.

Research conducted by Abubakar et al. (2019) sought to reduce the gap between the understanding of these two variables of 'Time Perspective' and 'PsyCap', which has already been studied well in the organisational community, with High-Performance Work System (HPWS) and by building upon the conservation of resources theory, affective events theory, and the Job Demands-Resources (JD-R) model, the current study put forth a research framework that established connections among HPWS, FTP, and

PsyCap. Their framework also considered the potential mediating role of FTP in the relationship between HPWS and PsyCap, as well as the role of PsyCap in the relationship between HPWS and FTP. Another research, following up with their previously conducted research by Elrehail, H. along with Abubakar et al. (2021), delved into fundamental inquiries concerning the interrelations between an organisation's High-Performance Work System (HPWS) and its capacity to promote favourable employee outcomes, specifically Psychological Capital (PsyCap) and Future Time Perspective (FTP). Employing signalling theory as a framework, this article constructs and scrutinises two mediation models. The initial model posits FTP as the mediator in the HPWS-PsyCap association, while the subsequent model suggests PsyCap as the mediator in the HPWS-FTP connection. Data from self-administered surveys were gathered from banking professionals in Cyprus, Turkey, and the United Arab Emirates (UAE). Findings derived from Partial Least Square Structural Equation Modelling (PLS-SEM) indicate that HPWS has a beneficial impact on both FTP and PsyCap. The mediating influences are consistent across all three countries.

Another research study in the same domain studied the variables in a similar environment of Academic achievement and Future time perspective. Research conducted by de Volder & Lens (1982) in their study titled, 'Academic achievement and future time perspective as a cognitive–motivational concept' had a group of 251 high-school boys make valence and instrumentality measurements of 23 general motivational goals. The goals were classified in three time zones: near future, distant future, and open present and the results showed that students with high grade point averages (GPA) and high study persistence attached significantly higher valence to goals in the distant future and perceived studying hard as more instrumental for reaching goals in the distant future and open present, than students with low GPA and low study persistence.

A research study conducted by Bal et al. (2010) used a sample of post-retirement workers (N = 176) where the research explored the impact of future time perspective (FTP) on psychological contracts. The investigation aimed to assess whether there was a correlation between future time perspective and employer psychological contract fulfilment, as well as to analyse whether it influenced the connections between psychological contract fulfilment and employee obligations. The study delved into three categories of employer psychological contract fulfilment: economic, socio-emotional, and developmental fulfilment. It was anticipated that FTP would exhibit a positive association with developmental fulfilment. Additionally, individuals with a restricted future time perspective were predicted to demonstrate a stronger correlation between economic and socio-emotional fulfilment and employee obligations. The findings indicated a significant relationship between future time perspective and developmental fulfilment, along with a moderation effect on the links between contract fulfilment and employee obligations. Notably, economic and socio-emotional fulfillments displayed a notably stronger association with obligations among elderly employees possessing high FTP.

III. METHODOLOGY

A. *Research Design*

The present research study adopts a quantitative research design under which it is a Cross-sectional type, to assess the association between the variables focusing on the objective relationship and effect of the numerical data of the variables to elucidate, predict, or exercise control over variables of interest. The utilisation of a computerised standardised tool facilitated the systematic collection of data in numerical form, aligning with the principles of quantitative research.

B. *Statement of the Problem:*

The current literature lacks studies that directly measure the relationship between 'Psychological Capital,' 'Time Perspective,' and 'Job Performance,' as well as their influence on 'Job Performance.' Most studies focus on either 'PsyCap' or 'Time Perspective' separately, with some exploring their mediating or moderating effects on 'Job Performance.' This gap is particularly evident in research on 'Job Performance' in the private and public sectors, especially within India's workforce of 400 million. This study aims to fill these gaps by examining these variables in the Indian job market, providing insights for organizations to enhance employee efficiency and job performance.

C. *Objectives*

1) To study if different dimensions of 'Time Perspective' have a different relationship with 'Job Performance' and 'Psychological Capital'.
2) To study if there is an influence of the different dimensions of 'Time Perspective' and 'Psychological Capital' on 'Work Performance'.

D. Hypotheses

H0: There is no significant relationship between different dimensions of 'Time Perspective' with 'Psychological Capital' and 'Job Performance'.

H1: There is no significant influence of the different dimensions of 'Time Perspective' and 'Psychological Capital' on 'Work Performance'.

E. Operational Definitions

Time perspective, according to Zimbardo and Boyd (1999), is "the often unconscious 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". This multifaceted idea has a big impact on people's expectations, objectives, and general views about time passing. Time perspective may be divided into multiple dimensions, such as past-positive, past-negative, present-fatalistic, present-hedonistic, future-positive, and future-negative orientations. All of these factors work together to influence a person's behavioural patterns and temporal mentality (Klapproth, F., 2022; Stolarski, M. et al. 2016). This variable will be assessed using a short form scale of the original 'Zimbardo Time Perspective Inventory (ZTPI)'.

Psychological Capital, according to Luthans, is described as an individual's positive psychological state of development that comprises four positive psychological resources: self-efficacy, optimism, hope and resilience (Luthans, 2012). For this measure as well, a short form scale for 'PsyCap' for better efficiency in conducting the research.

Job Performance, as defined by Andrade et al. (2020), is characterised as a 'dynamic process, which receives constant influence from the environment, the individual themself, and the workgroup. Without individual performance, there is no team performance, no unit performance, no organisational performance, no economic sector performance'. They defined Work/Job Performance as a behaviour performed during work rather than simply the end result of the performance.

1) Inclusion Criteria

- The age range for participants was 18-60 years old.
- They should be an employee in any public or private sector organisation.
- They should have been working in their current job as an employee for at least 1 year or 12 working months.

2) Exclusion Criteria

- Participants who have had any past head injury, trauma or any mental illness.
- Participants who are running any model of business to earn their livelihood.
- Participants who are above or below the age range of 18-60.

F. Sample

The sample comprised of a diverse group men and women from both private and public set-ups working under a company or organisation, including individuals from different age groups (adolescents, adults, middle-aged men and women), and at least 1 year into the same job. Final sample included 214 participants with an age range of 18 to 60 years.

G. Tools of the Study

1) The Short Zimbardo Time Perspective Inventory (SZTPI) was used to assess the temporal orientation/the time perspective of the participants on a continuum, with various facets namely, Past Negative (PN), Past Positive (PP), Present Fatalistic (PF), Present Hedonistic (PH) and Future (F). The Short Zimbardo Time Perspective Inventory (SZTPI) is short form scale of the original scale consisting of 56 items which shortened to 15 items to allow for more efficiency in collecting the data as well as for the application of the scale. As for psychometric properties, the convergent validity with the original scale was found to be PN = 0.73, PP = 0.81, PF = 0.75, PH = 0.78 and F = 0.67 respectively. The overall mean correlation was found to be 0.78. The mean Test-retest reliability for standard ZTPI was found to be 0.75 while for SZTPI it was found to be an average of 0.73 (Zhang et al., 2013).
2) Compound Psychological Capital (CPC) consisted of 12 items which was further revised to a scale named CPC-12R which displayed significant external as well as internal validity with a cronbach's alpha of around 0.89 to 0.91 (Lorenz et al, 2022) with 12 items which was used for calculating Psychological Capital.

3) The Short-form General Self-Assessment Scale of Work Performance was developed by Queiroga in 2009 which had 11 context-related items and 9 task-related items. Although the assessment had good psychometric properties, for the sake of efficient application of the scale another short version of the scale was created with only 10 items. The study showed good factor loadings for all the 10 items with a mean of 0.71 including a composite reliability of 0.91, 0.41 and 0.23 respectively. It was concluded that the general factor of Work/Job performance can be assessed effectively using this scale.

H. Statistical Analysis

In order to reach a larger demographic, google forms were used and distributed to the eligible population. Data was collected and coded in Microsoft Excel. Regression Analysis was be used in order to measure the influence of the two variables on 'Work Performance' and Spearman's Rho was used to assess the relationship between the three variables. The software used for analysis was SPSS-25.

IV. RESULTS AND DISCUSSION

Table 1:
Showing frequencies of demographic variables

Variable		N	%
Gender	Male	124	57.9%
	Female	90	42.1%
Age		18-60	

The Table 1 above shows all the frequencies and demographic details of the participants involved in the study. The data collection process involved 214 participants, divided unevenly between Private (N=154) and Public (N=60) sectors as employees. Among these participants, there were 57.9% (124) males and 42.1% (90) females in total. However, the distribution of genders varied between the public and the private sectors. The greatest number of the working force was found to be between the ages of 21-30 with a total of 157 participants involved in the study which comes to 73.3% of our sample.

Table 2
Test of Normality conducted using Shapiro-Wilk Test for all the variables.

		Shapiro-Wilk		
	Gender	Statistic	df	Sig.
Past Negative	Female	.949	90	.002
	Male	.943	124	.000
Past Positive	Female	.929	90	.000
	Male	.957	124	.001
Present Fatalistic	Female	.974	90	.058
	Male	.978	124	.040
Present Hedonistic	Female	.968	90	.027

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	Male	.976	124	.026
Future	Female	.947	90	.001
	Male	.963	124	.002
Work Performance	Female	.902	90	.000
	Male	.941	124	.000
Psychological Capital	Female	.970	90	.033
	Male	.955	124	.000

The data from Table 2 underwent a normality test using the Shapiro-Wilk test, crucial for selecting appropriate statistical techniques. Due to the small sample size and purposive sampling, this test was chosen. The significance values for 'Work Performance' and 'Psychological Capital' were both below 0.05, indicating non-normal distribution. Similarly, most dimensions of 'Time Perspective' also showed non-normal distribution. As a result, non-parametric tests will be used for further hypothesis testing.

Table 3
Means, Standard Deviation and Correlation Coefficients for all variables

Variable	M	SD	1	2	3	4	5	6
1. PN	7.95	3.441						
2. PP	11.07	2.748	.245**					
3. PF	8.38	2.675	.201**	.261**				
4. PH	9.68	2.433	.253**	.260**	.287**			
5. Future	10.58	2.758	.036	.380**	.068	.230**		
6. PsyCap	52.94	11.509	-.169*	.358**	.044	.085	.383**	
7.Work Performance	40.07	7.792	-.083	.345**	.057	.172*	.371**	.658**

The study used Spearman's rho to analyze the relationship between 'Time Perspective' dimensions (Past Negative, Past Positive, Present Hedonistic, Present Fatalistic, and Future), 'Psychological Capital,' and 'Work Performance.' Results showed significant positive correlations between Past Positive and both Psychological Capital ($r = .358$, $p < .001$) and Work Performance ($r = .345$, $p < .001$), highlighting the importance of positive past experiences. Present Hedonistic correlated positively with Work Performance ($r = .172$, $p = .012$) but not significantly with Psychological Capital. Future time perspective had strong positive correlations with both Psychological Capital ($r = .383$, $p < .001$) and Work Performance ($r = .371$, $p < .001$), emphasizing future-oriented goals' impact. Past Negative correlated weakly negatively with Psychological Capital ($r = -.169$, $p = .013$). Present Fatalistic didn't show significant correlations. The study's findings support the importance of positive past experiences and future goals in enhancing Psychological Capital and Work Performance.

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Table 4
Regression Coefficients of Dimensions of Time Perspective, Psychological Capital and Work Performance in working population

	Model 1			Model 2			Model 3		
Variables	B	**β**	SE	B	**β**	SE	B	**β**	SE
Constant	14.972		1.798	12.445		1.960	11.094		2.055
PsyCapT	.474	.700	.033	.412	.642	.035	.412	.609	.037
Future				.437	.155	.147	.346	.122	.153
Past Positive							.316	.112	.155
R^2	.490			.511			.520		

The author conducted a Linear Regression Analysis using Forward Regression to examine how Psychological Capital (PsyCap), Future time perspective (F), and Past Positive time perspective (PP) influence Work Performance. In Model 1 (PsyCap only), 49% of the variance in Work Performance was explained. Model 2 (PsyCap + F) improved the fit to 51%, and Model 3 (PsyCap + F + PP) further improved to 52%. ANOVA confirmed the models' significance, with significant F values for each model ($p < .001$). Regression coefficients showed significant positive effects of PsyCap on Work Performance in all models. F and PP also had significant positive effects in later models. These results highlight the importance of PsyCap, future orientation, and positive past experiences in understanding and predicting Work Performance. The study aimed to provide insights for organizations on improving employee performance through PsyCap and Time Perspective focus.

V. CONCLUSION

This study explores the vital connection between 'Time Perspective,' 'Psychological Capital,' and 'Work Performance,' crucial for organizational efficiency. It aims to boost morale, motivation, and ultimately profits by understanding and enhancing these variables. While these factors have been extensively studied globally, there is a gap in research specific to India's diverse workforce of over 400 million. Cultural and socio-economic differences make it crucial to investigate these dynamics locally. Using purposive sampling, 214 participants were selected and assessed using scales for the mentioned variables. Analysis through Spearman's Rho and Linear Forward Regression confirmed significant relationships and influences on Work Performance, rejecting both null hypotheses. This study's findings could inform targeted programs for HR development, optimizing organizational efficiency.

There were two main hypotheses of this research which includes, There is no significant relationship between different dimensions of 'Time Perspective' with 'Psychological Capital' and 'Job Performance' and There is no significant influence of the different dimensions of 'Time Perspective' and 'Psychological Capital' on 'Work Performance'. Both the null hypotheses were rejected and the study found a significant relationship between the three variables of 'Time Perspective', 'PyCap' as well as a significant model fit for the dimensions of 'Time Perspective' namely, 'Past Positive' and 'Future', and 'Psychological Capital' for its influence on 'Work Performance'.

The study's future implications include promoting holistic work-life balance strategies that prioritize employees' psychological capital (PsyCap), future time perspectives, and positive past perspectives. This approach aims to enhance efficiency and performance by valuing cognitive strengths, promoting diversity, and equity. Incentives like promotions and paid mental health leaves can further benefit employees. Early organizational activities focused on PsyCap preservation and promoting future time perspectives through goal-setting can foster a future-oriented mindset and competittiveness among employees. The study has several potential limitations, including a small sample size of 214 participants from Bangalore, which may hinder generalizability to the broader Indian population.

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The data collection focused solely on quantitative measures of Psychological Capital and Work Performance, neglecting individual differences such as age, job tenure, and health conditions, which could influence the variables. Suggestions for future research include expanding the sample size to include participants from various Indian states and cities, adopting a mixed-methods approach to capture socio-economic factors and life challenges comprehensively, and exploring specific subdomains within public and private sectors for a deeper understanding.

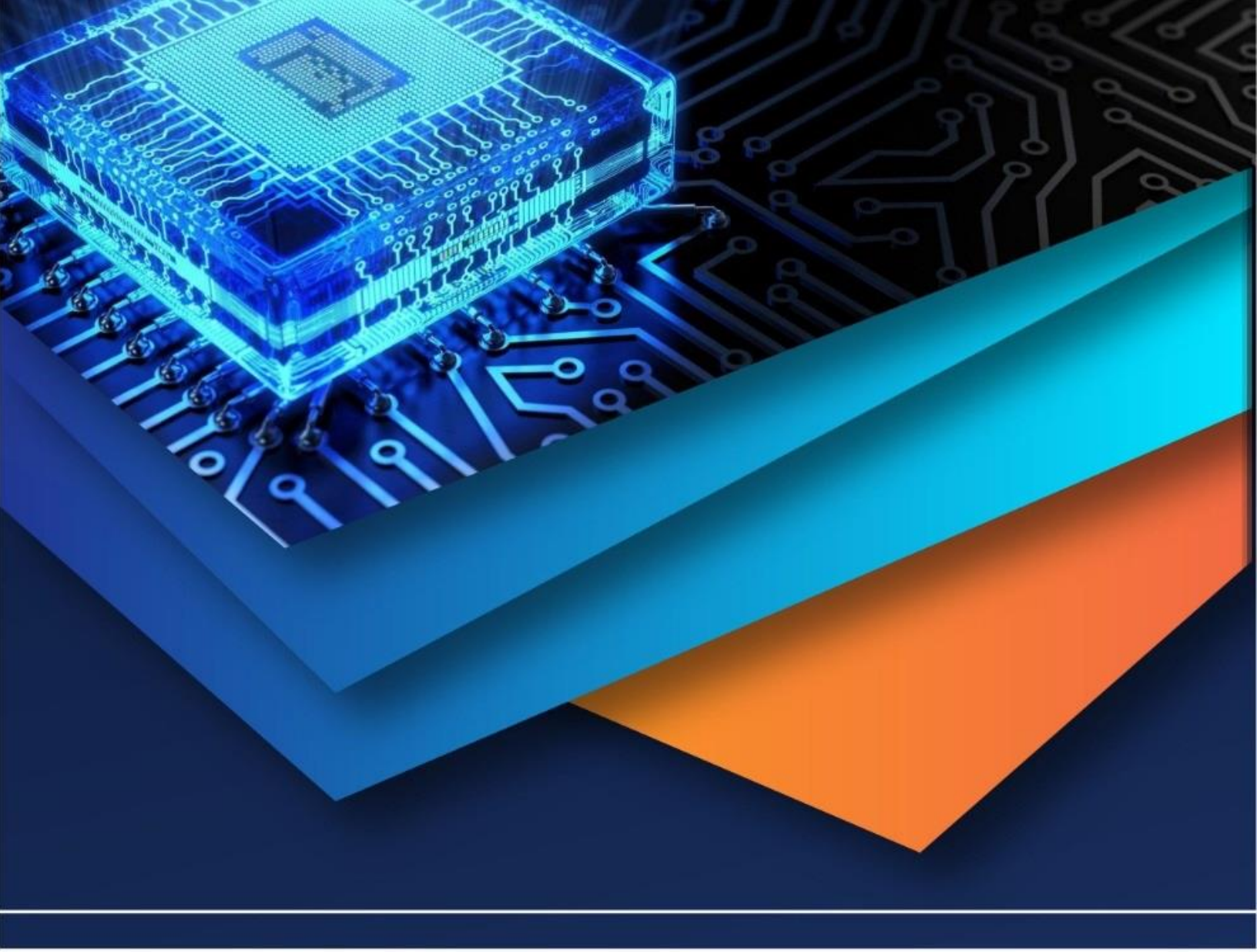
VI. ACKNOWLEDGMENT

I would like to heartily thank my guide, my parents and god for their optimal guidance and assistance with the completion of my dissertation. I would like to thank Ms. Aakansha Shukla, Ms. Nupur Bansal, Ms. Manasee Joshi and Ms. Mushfirah Sayyed for their unwavering support, encouragement and assistance throughout this journey. I would like to extend my sincere thanks and gratitude to all the participants who volunteered to share their data owing to the success of this study.

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