

TIME PERSPECTIVE AND JOB SATISFACTION IN PROFESSIONALS ORIENTED TOWARDS PEOPLE AND TOWARDS OBJECTS

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Abstract

Nowadays, more and more researchers are looking for factors that may contribute to job satisfaction. Because of potential advantages, employers are interested in this area. The author's research proposes that job satisfaction is determined by time perspective. As far as job satisfaction is concerned, research includes its emotional and cognitive aspect. When it comes to time perspective, it emerges from cognitive processes dividing human experience into past, present and future temporal frames. Five types of time perspective are taken into consideration. In order to emphasize the dependence, analysis includes two almost contradictory types of occupation: professionals oriented towards the people and professionals oriented towards the objects.

It flows from article that analysis of time orientation is rather complex and it should consider all possible determinants. Moreover, there are not many people who manifest all the time, in every space of life, only one particular type of time perspective. Apart from characteristics typical of one specific time perspective, people reveal other features of other time perspectives. All participants of the survey meet the demands mentioned in the introduction to study, such as: name of profession, range of duties (optionally), duration of work etc. However, results should be interpreted with caution.

Key words: time perspective, job satisfaction, temporal frames, people, objects.

Classification JEL: M12 – Personnel Management

1. Introduction

Implementation of this research project entails both benefits for psychological knowledge and the worker's well-being. On the one hand it is made to know the nature of the temporal orientation of a specific profession, on the other hand to evaluate the degree of job satisfaction. By defining the relationship between these variables, it is possible to design support programs for employees, which would concentrate on creating such a temporal perspective, which would affect positively the level of professional satisfaction.

2. The concept of job satisfaction

In the initial period of research in psychology of organization, job satisfaction was defined as short-term emotional reactions to the job, resulting from the satisfaction of needs or as an attitude, expressed in a relatively persistent feelings experienced at work and to work (Schwabb, Cummings, 1983, p. 185). Since the sixties, job satisfaction was understood as an attitude which includes two aspects: cognitive (what the employee thinks about his work) and emotional (what an employee feels towards his work). Repeatedly researchers stressed the role of the emotional aspect, and yet estimated the techniques used mainly for cognitive aspect (Jaros, 2005, p. 90).

It was explained that both aspects should be in harmony, however, empirical studies indicated a discrepancy between these elements (Zalewska, 2003a, p. 44). According to BRIEF (1998, p.86), job satisfaction is an internal state of the worker expressed in emotional reactions or/ and cognitive evaluations of their work. Emotional reactions determine the well-being at work or feelings experienced at work, otherwise known as cognitive evaluation of job satisfaction determine the extent to which the unit sees his job as a favorable or unfavorable. This definition includes two components of job satisfaction: cognitive and emotional satisfaction.

2.1. Emotional aspect of satisfaction

Brief (1998, p. 86) assumes that the emotional aspect of job satisfaction need not to be homogeneous. We should distinguish between emotional states experienced at work and emotional attitude towards work. At present, the emotional satisfaction from work is usually measured by evaluating the employee being at work. The study of being at work can take place in a very simple way, which is to describe it in one-dimensional continuum of satisfaction-dissatisfaction. Another, more advanced method is factor analysis, which Watson and Tellegen used in their study (Watson, Clark, 1999, p. 336). On the basis of the results it was found that the description of affective states should be incorporated into two dimensions. This is a positive emotion, which is characterized by a high level of excitement and enthusiasm, and low level manifests in slowdown and falling energy. The second dimension is the negative emotions, which in high intensity causes a feeling irritable and nervous, and when the intensity is smaller, body feels calm and relaxation. In most cases we are dealing with the occurrence of moderate intensities of both dimensions, but only in a few cases there is extreme severity of both affective positive and negative. Among other methods of measuring the emotional satisfaction of work, you can mention the estimation of the average mood and mood variability (Russel et al., 1999) or describing the mood on three dimensions: energy, power and pleasure (Mathews et al., 1990 for: Zalewska, 2003a, p. 33).

2.2. Cognitive aspect of satisfaction

There are many different ways of understanding the cognitive aspect of satisfaction with the work, often called just the job satisfaction. In some cases, it is defined as satisfaction with the work of the individual components, which include superiors, colleagues, salary, work content. In other situations, job satisfaction is equal to the average value of the individual components of satisfaction with work. It is also assumed that one can evaluate the overall job satisfaction, which manifests itself in the cognitive assessment of his work as a whole. It should be noted, however, that the average time evaluation of sub-components of job satisfaction is different from the overall assessment of the work. Therefore, different types of satisfaction should be measured separately or clearly identify which of its aspects must be examined.

Summarizing the overall satisfaction with the work, it includes a compilation of different levels of satisfaction, both emotional and cognitive. It should take this into account especially when estimating the potential consequences of professional satisfaction.

2.3. Determinants of job satisfaction

Based on the survey (see: Brief, 1998; Furnham, 1991; Zalewska, 2003a) it can be assumed that job satisfaction depends on the characteristics of the work, the characteristics of the individual and the person fit for work. During the exploration of this issue we take into account all three determinants, or we emphasis only particular ones. Other classification of job satisfaction determinants includes direct factors (e.g. employee's needs and interests, mission and strategy of organization) and indirect factors (e.g. acquired experience, work demands) (Banka, 2002, for: Bartkowiak, 2009, p. 105).

Concept, which emphasizes the influence of environmental factors on the worker's state, is WARR's vitamins theory (1987, for: Argyle, Martin, 1991, p. 89). This model assumes that some work-related factors affect the human as well as vitamins A, D, C and E. The increase in vitamins A and D has a positive effect, but only to a certain extent, because its excess causes side effects. That is the way the following factors work: the diversity of work, clarity of purpose, workload, and control. This is different for salary, interpersonal relations at work, physical working conditions, since their growth initially has a positive effect, while further excess does

not lead to benefits. The effect, which particular vitamin causes is dependent on individual differences.

Another popular theory is the model proposed by Hackman and Oldham (1976, for: Zalewska, 2003a, p. 42). The authors show the significant role of the following factors: autonomy, feedback, variety of skills used at work, the importance of work, identity work. Autonomy evokes a sense of responsibility, skills diversity; identity and meaning of work result in a sense of meaningfulness of work; and feedback increases awareness of the results. Meta-analysis carried out so far confirm that the model job characteristics increase job satisfaction, especially among people with a strong need for growth.

2.4. Consequences of job satisfaction

F. Herzberg, B. Mausner and B. Snyderman (1959, for Furnham, 2005, p. 331) show three groups of potential consequences of job satisfaction. There are benefits for the employee, the benefits to the organization and the benefits to society. Research shows that greater job satisfaction is associated with greater life satisfaction, better health, longer life, lower absenteeism rates and less willingness to change jobs. (see: Brief, 1998; Zalewska, 2003a). However, it is not known whether these relationships are causal. The biggest interest is to analyze the correlation between job satisfaction and the level of the task. The results confirm the assumption that job satisfaction is associated with higher level of performance, but these results are not always consistent.

M. Petty, W. McGee and W. Cavender (1984, p. 717) pointed to a moderate ($r = 0.31$) strength of the relationship between job satisfaction and efficiency. More recent studies (Judge et al., 2001, p. 386) confirm the assumption that the strength of the relationship between job satisfaction and task performance, however, is higher ($r = .33$). The fact that the results are so varied, can be explained by the presence of additional factors, so-called moderators. An example of the moderator is the complexity of the job. The researchers (Judge et al., 2001, p. 388) argue that the relationship between job satisfaction and job performance level is stronger in occupations with a high level of complexity ($r = 0.52$) than those in occupations with medium and low level of complexity ($r = 0.29$).

Probably this is due to greater autonomy and less certain way to accomplish the task in the case of more complex occupations. There are other factors that influence the relationship between the job satisfaction and the task performance. D. L. Cherrington et al. (1983, p. 219) list the justice or awards received for his work. Improper distribution of prizes, affects the relationship of job satisfaction and effective execution of tasks, and a fair reward leads to positive effect.

An important element of studies on the relationship between satisfaction and task performance is to explore the nature of this relationship, i.e. whether it is the nature of cause and effect. It is difficult to estimate whether the effective execution of tasks results in greater job satisfaction, and job satisfaction, however, results in a higher level of performance. We should also consider whether there is surely a causal relationship. The results of previous studies do not provide sufficient justification to any of these assumptions (Judge, 2001).

Psychological consequences of job satisfaction include satisfaction from work and commitment to the organization, whereas behavioral consequences mean that satisfied employee (in contrast to the dissatisfied one) manifests desirable behaviors such as: high job performance, low absenteeism (Foster, 2003, p. 347). This way job satisfaction is closely connected with motivation. Identification of job satisfaction's sources may increase the effectiveness of human resources management, improve educational and training policy and reform active job market policy (Kwiatkowska-Ciotucha et al., 2007, pp. 9-10).

3. The concept of time in the psychology

Time is an integral part of human existence. By measuring it is objectified and it is used for arranging the event. People usually associate time with transience, changes and physicality. Meanwhile, researchers recognize that the time must be defined from the perspective of psychology. This results in a dynamic development of the psychology of time (Bajcar, 2003, p. 82).

3.1. Temporal Orientation

Temporal orientation includes a temporal perspective and the organization of activities in time (Block, 1990, for: Nosal, Bajcar, 2004, p. 49). It is formed in the mind as a complex construct which in various stages of human development shares many basic properties of experiencing time. In the early days an individual is related to cyclical activity, either due to ambient pressure and adapt to the natural rhythms. In the next phase of development it comes to the control of time through the organization of events in the cycles of different lengths. Organization of events and creating points (events) improve the orientation of the time orientation (Fraisse, 1963, for: Nosal, Bajcar, 2004, p. 50). Using the past and formulate policy statements in the future tense appears in the preschool age. Children in this period expressed awareness of the future by anticipating the sequence of behavior. In addition, orientation in the past and future is improved; there is identification of such terms as before, after, today, now, tomorrow, yesterday.

In the next stages of human development time relations are changing which become more complex and takes the perspective of a temporal widening range. Formation of temporal orientation is dependent on the presence of sequence of events, which directs attention to the schedule of specified events and their duration. Temporal orientation is often equated with the concept of temporal perspective, but it is a kind of simplification, because the concept of temporal orientation, include both the organization of time and temporal perspective. The idea of orientation is thus the relation of time and behavior. The individual focuses on past, present or future, and directs the range and organization of their own activities.

The literature points to three basic types of temporal orientation: a retrospective, prospective and present. The criterion for this division is the kind of time interval in which the body is focusing its attention. If an individual controls their behavior referring mainly to the past, dynamic of present or future has been limited. This pattern is repeated in any other term. However, there is the likelihood that the subject is focused not on one, but two time intervals because human activity is examined on a full time scale. In the mind of man it comes to integration of past, present and future (Fraisse, 1963, for: Nosal, Bajcar, 2004, p. 51; Lens, Moreas, 1994, for: Nosal, Bajcar, 2004, p. 51). In fact, the past and the future are reflected in the present due to the operational mechanisms of consciousness.

3.2. Types of temporal orientation

Depending on the time interval on temporal continuum from past to future, a person may stand out in the past (past-oriented), the present (present-oriented) or in the future (future-oriented) (De Volder, 1979, for: Lens, 2006, p. 52). Individuals belonging to the first of these groups, consider past experience as the foundation of their prospects in life. This orientation may be the result of sustained frustration, trauma, or simply may be a source of evaluation (e.g., success for the former athlete). Lens called such people "psychologically old". Present-oriented people play down the importance of the past and the future. They do not learn from past experiences and do not foresee the consequences of the current behavior.

Normally this function occurs in middle-aged people. Self-image and self-evaluation is based on what they are doing and what they are here and now. People "psychologically young"

are oriented to the future. They deal with the planning of what they cope with in the future and how to achieve these goals. Psychological age, when it comes to temporal orientation, is associated with human age.

However, there are exceptions to this rule, i.e., there are young people “trapped” in their past or elderly people focused exclusively on the future. The most optimal way of operation is the recognition of the consistency of past, present and future. According to Lens, it is a sign of “temporal integration” or “temporal competences” (Lens, Moreas, 1994, for: Nosal, Bajcar, 2004, p. 51). Significant impact on the development of temporal orientation issues had also P. G. Zimbardo (Zimbardo, 2002; Zimbardo, Boyd, 1999). The past perspective, according to Zimbardo, has two forms: positive and negative. Person positively oriented to the past (positive past orientation) focuses on the importance of their own roots in the context of the family, religion or social customs, under which the sense of personal identity and values are shaped.

The extreme intensity of this focus can lead to a lack of openness to new experience, reluctance to change and excessive conservatism. An individual negatively oriented to the past (past negative orientation) focuses exclusively on the negative past experiences, and a positive attitude toward a person remembers only the “good times”. In the case of orientation for the future, the unit focuses on the search and meeting new challenges. What is more, he is planning how to implement those objectives and is confident about the causal strength of their actions on the future of humanity. He does not see the negative aspect of their attitude. Within an orientation to the present, hedonists and fatalists are mentioned. The former believe in the principle of *carpe diem*, to seek pleasure and reward, reap the joy of meeting people and like to eat well. Moreover, they are spontaneous, open to new ideas and freely express their own emotions. On the other hand, this attitude may be associated with predisposition to addiction. Totally different are fatalists. They present themselves as constantly complaining about the current situation and not try to change it, because they are convinced of the pervasive influence of fate.

Zimbardo argues that the best situation happens when there are possible changes in individual perspectives of time. These conditions manifest in an optimal balance between the orientation for the future, hedonistic attitude on the present and a positive focus on the past. So, the integration of these three perspectives of time is needed. In this study of temporal behavior we should seek to ensure that the conceptual representations of time and organization of behavior are measured relatively independent from attitudes.

4. The concept of two-dimensional maps of occupations Dale Prediger

D. Prediger created a theory of maps of professions on the basis of Holland’s hexagonal assumptions. The author concluded that Holland’s hexagon is based on only two dimensions of occupational tasks (work-task dimension) (Prediger, 1999, for: Bajcar et al., 2006, p. 46). Poles of these dimensions are: the data-ideas and people-objects, which together with Holland’s six types of professionals create space.

According to Prediger, the end of data is associated with writing, verifying, calculating and organization of facts, figures and business procedures. When it comes to ideas, it refers to the creation and integration of knowledge, discovery, theory, new avenues of thinking, or doing something. People rely on behavior modification or supporting others through caring, leadership, motivation, management and sales. However, objects mean handling, use, repair of machinery, tools; contact with living things (plants, animals), and materials such as wood, metal, food, et al. This two-dimensional concept of professions is very useful for the classification of occupations, career counseling, or simply in the characteristics of the research participants during research projects.

5. Purpose of research, research problems, methodology

Main purpose of this research project is to assess the nature and direction of the relationship between temporal orientation and the level of job satisfaction. I take into account five types of temporal orientation, separated by P. G. Zimbardo (2002) and emotional and cognitive aspect of job satisfaction (see: Brief, 1998). To measure it, we use the questionnaires. In addition, research take into account one of the dimensions proposed by Prediger, i.e. people-objects dimension. This division allows notice the differences in job satisfaction, temporal orientation with reference to occupations typical for a group of people and groups of objects. Knowing this relationship raises the practical implications, including programs for both employees and the entire organization. During the exploration of this issue many questions raise. For example: Which time perspective provides greater job satisfaction, and which leads to dissatisfaction? Can I change the time orientation, in what way? Are job satisfaction and temporal orientation associated with a cause-effect relationship? What is cause and what is effect? For some of these questions I will try to answer in my research. There have not been any studies of similar nature variable so far. Below there are research problems:

- a) Do representatives of different time orientation (Past Negative, Past Positive, Present Hedonistic, Present Fatalistic, and Future) differ in emotional component of job satisfaction?
- b) Do representatives of different time orientation (Past Negative, Past Positive, Present Hedonistic, Present Fatalistic, and Future) differ in cognitive component of job satisfaction?
- c) Do participants of the group of profession *people* feel greater job satisfaction in terms of emotional and cognitive aspects as opposed to those from a group of *objects*?

The research was conducted via the Internet through social networking, bringing together certain professions. This applies to professionals qualified to the category “people” (e.g. teacher, consultant) (n = 113), and “objects” (e.g. bricklayer, production worker) (n = 103), distinguished by Prediger. The study involved 130 women and 86 men, aged from 21 to 62 years (average 32 years, SD - 7.7 years). Participants represented different levels of education, place of residence and duration of work, and their participation was voluntary and anonymous.

Job Description Sheet (AOP) of A. Neuberger and M. Allerbeck (1978) in the Polish adaptation of A. Zalewska (2001, p. 197) is used to measure the cognitive aspect of job satisfaction. In addition to the satisfaction of the work’s components and overall job satisfaction, it allows measure the level of overall life satisfaction. The technique is universal and is intended to examine all occupational groups.

AOP takes measurement of the 7 ingredients that make up the work of cognitive aspects of job satisfaction. They are: Colleagues (8 items), Superior (12 items) Content of work (12 items), Working Conditions (11 items), Organization and Management (13 items), Development (9 items) and Salary (7 items). Items relating to each of those components make up the separate parts (scales) of the technique. For each component, there is a brief explanation of what is involved, how it should be understood.

The participant describes each component with 4-point scale response: “yes – rather yes – rather no – no” attached to the list of adjectives describing the ingredient. For about half of the terms of each component, the answer “no” indicates positive evaluation to avoid bias responses. The end of each part is a question of satisfaction with this component. The answer should be noted on the 7-point scale of schematic symbols from a very unhappy face (face like the horseshoe) to very happy (smiling face), without giving any verbal expressions. In addition, AOP contains also questions on satisfaction with working hours and the degree of a certainty of a job, along with 4-step response scale: yes – rather yes – rather no – no”. Another part of the technique includes questions related to overall job satisfaction and overall life satisfaction. The participant is responsible for using the mentioned above 7-point scale of face’s symbols.

In a further part of the AOP, the person shall assess the relative importance of seven tested components, in relation making decision of employment now. So 80 points should be split into 8 areas (components), in accordance with the principle: the larger impact on the decision of choice of employment, the more points this component receive. If an area is completely invalid (it would not at all affect the decision) it will get 0 points. Reliability of scales is rather high (Cronbach's alpha 0.69 – 0.92). Accuracy is also satisfactory (Zalewska, 2001, p. 204).

Job Affect Scale (JAS) of M. J. Burke, A. P. Brief, J. M. George, L. Roberson, J. Webster (1989) is used to measure perceived positive and negative affect at work. It contains 20 terms (adjectives) describing affective states. Positive affect (10 items) means pleasant commitment, willingness to live and act, enthusiasm, or lack of it. Negative affect (10 items) refers to the unpleasant engagement, frustration, negative arousal or lack of it. The order of terms is random. For each of them the intensity of affective aspect of work in the past two weeks shall be indicated on the 7-point scale: 1 – very weak, 2 – weak, 3 – rather weak, 4 – average, 5 – rather strong, 6 – strong, 7 – very strong. The results show the similarity of items and factor structure of Polish version of the technique to the original version (Zalewska, 2002, p. 179). Measurement of both types of affect shows good internal compliance (Cronbach's alpha = 0.79 for negative affect and 0.84 for the positive). It also show a similar accuracy to the original version in both types of emotion – scales are both weakly or moderately correlated with the measurement of cognitive aspect of job satisfaction.

The Zimbardo Time Perspective Inventory (ZTPI) is used to estimate the time perspective or temporal orientation. The questionnaire consists of 56 statements. At the beginning there is a standard instruction with a question relating to each statement: How much is it for me typical or true? The answer should be indicated on 5-point scale: 1 –completely untrue, 2 – untrue, 3 – neutral, 4 – true, 5 – very true. The technique allows to distinguish five perspectives of the perception of time: past negative (10 items) past positive (9 items), present hedonistic (15 items), present fatalistic (9 items) and future (13 items). Zimbardo's research indicates ZTPI is reliable and valid measure of time perspective (Zimbardo, Boyd, 1999, pp. 1277-1278).

6. Procedure and results

The study involved 216 employed people. The study was conducted via the Internet. Participants received information about the survey and instructions to every questionnaire. They were informed of the anonymity and the voluntary survey. The analysis was single and individual. Participants had to complete all questionnaires, avoiding long gaps in time. Selection of participants was conducted in a random way.

After completing the questionnaires, on the basis of information on the workplace and the duties individuals were assigned to two groups: people and objects. These groups were not unified as to the names of professions, but rather as a specific work, i.e. whether the subject's work mainly involves working with people (e.g., teacher, consultant, therapist), or working with things (e.g. bricklayer, production worker, mechanic). The study also highlighted the data such as gender, age, place of residence, level of education and duration of a job. To estimate the relationship between types of time orientation and job satisfaction from the emotional aspect, the Oneway Analysis of Variance (ANOVA) is a reliable method.

6.1. Job satisfaction and emotions

The Oneway procedure was performed with one dependent variable (positive affect) and one independent variable (time orientation). Time orientation refers to two groups: participants who achieved high (above M) and low (below M) scores in particular scale. Table 1 shows that mentioned significant differences ($p < 0.05$) occur with reference to Past Negative, Present

Fatalistic and Future Perspective. For other types, i.e. Past Positive, Present Hedonistic, differences are not significant ($p > 0.05$). Moreover, it has been proved that negative aspect leads to similar results.

Table 1: Emotions and time perspective – ANOVA

Positive affect						
		N	M	SD	F	Sig.
Past Negative	N*	119	48.65	10.108	13.747	.000
	P**	97	43.18	11.570		
	Total	216	46.19	11.104		
Present Fatalistic	N*	123	47.97	10.417	7.545	.007
	P**	93	43.84	11.594		
	Total	216	46.19	11.104		
Future	N*	115	44.09	10.979	9.156	.003
	P**	101	48.58	10.807		
	Total	216	46.19	11.104		
Negative affect						
Past Negative	N*	119	28.57	8.383	23.662	.000
	P**	97	34.91	10.757		
	Total	216	31.42	10.011		
Present Fatalistic	N*	123	28.56	8.047	25.944	.000
	P**	93	35.19	11.091		
	Total	216	31.42	10.011		
Future	N*	115	32.88	11.212	5.349	.022
	P**	101	29.75	8.180		
	Total	216	31.42	10.011		

Note: *N – negative – below M; **P – positive – above M, Sig. $p < 0.05$

Source: Own study

Correlation was computed to examine the strength and direction of relationship between emotional aspect of job satisfaction and types of time perspectives. Table 2 shows positive affect is significantly negatively correlated with past negative ($r = -0.293$, $p < 0.01$) and present fatalistic perspective ($r = -0.315$, $p < 0.01$). Positive affect is positively correlated with future perspective ($r = 0.245$, $p < 0.01$). Negative affect is significantly positively correlated with past negative ($r = 0.351$, $p < 0.01$) and present fatalistic perspective ($r = 0.384$, $p < 0.01$). Negative affect is significantly negatively correlated with future perspective ($r = -0.155$, $p < 0.05$).

Table 2: Emotional aspect of job satisfaction – correlations

	Past neg	Past pos	Pres hed	Pres fat	Future
Positive	-.293**	.129	-.051	-.315**	.245**
	.000	0.059	.458	.000	.000
Negative	.351**	-.026	.111	.384**	-.155*
	.000	.701	.103	.000	.023

Note: N= 216 * $p < 0.05$; ** $p < 0.01$

Source: Own study

6.2. Job satisfaction – cognitive aspect

Oneway Analysis of Variance allows draw conclusion that there are significant differences in means taking into account type of time orientation (independent variable) and cognitive aspect of job satisfaction (dependent variable). For scales which differences are not statistically significant have been delated.

Using correlations revealed that Past Negative perspective is significantly correlated with almost all cognitive components, i.e., significantly negatively with Colleagues ($r = -.154, p < 0.05$), Summary Colleagues ($r = -.148, p < 0.05$), Summary Superior ($r = -.221, p < 0.01$), Superior ($r = -.201, p < 0.01$), Work ($r = -.248, p < 0.01$), Summary Work ($r = -.226, p < 0.01$), Summary Conditions ($r = -.180, p < 0.01$), Conditions ($r = -.164, p < 0.05$), Summary Organization ($r = -.209, p < 0.01$), Organization ($r = -.226, p < 0.01$), Summary Development ($r = -.197, p < 0.01$), Development ($r = -.260, p < 0.01$), Summary Salary ($r = -.278, p < 0.01$), Salary ($r = -.260, p < 0.01$), Work Overall ($r = -.276, p < 0.01$), Life Overall ($r = -.347, p < 0.01$), {Work} Importance ($r = -.139, p < 0.05$).

Past Positive perspective is not significantly correlated with any cognitive component. Present Hedonistic perspective is significantly positively correlated with {Colleagues} Importance ($r = .155, p < 0.05$).

Present Fatalistic perspective is significantly negatively correlated with Work ($r = -.259, p < 0.01$), Summary Work ($r = -.246, p < 0.01$), Summary Organization ($r = -.169, p < 0.05$), Organization ($r = -.177, p < 0.01$), Summary Development ($r = -.180, p < 0.01$), Development ($r = -.202, p < 0.01$), Work Certainty ($r = -.189, p < 0.01$), Work Overall ($r = -.258, p < 0.01$), Life Overall ($r = -.310, p < 0.01$), {Work} Importance ($r = -.161, p < 0.05$), and significantly positively with {Colleagues} Importance ($r = .184, p < 0.05$). Future perspective is significantly positively correlated with Work ($r = .259, p < 0.01$), Summary Work ($r = .246, p < 0.01$), Summary Development ($r = .151, p < 0.05$), Development ($r = .164, p < 0.05$), Work Overall ($r = .191, p < 0.01$) and {Development} Importance ($r = .152, p < 0.05$).

6.3. Groups and job satisfaction

Results of ANOVA indicate occurrence of statistically significant differences in means as type of group (people – objects) and cognitive job satisfaction are mentioned. These differences include following work components: Summary Superior ($p = 0.019$), Organization ($p = 0.015$), Development ($p = 0.016$), Work Overall ($p = 0.043$) and Life Overall ($p = 0.015$). As far as emotional aspect of job satisfaction is concerned, there are any significant differences.

7. Discussion

In order to verify the research hypotheses the study involved professions oriented to people and to objects. The results have been statistically analyzed, which allows comment on the set of hypotheses.

H1: Representatives of different time orientation (Past Negative, Past Positive, Present Hedonistic, Present Fatalistic, and Future) differ in emotional component of job satisfaction.

The hypothesis on the basis of statistical analysis has been verified. It is proved that representatives of Past Negative Orientation who achieved high scores in this scale (above M, where $M = 28.88$; $SD = 6.66$) differ statistically significant ($p < 0.05$) from representatives who achieved low scores (below M) in terms of positive emotions. Similar results refer to Present Fatalistic ($M = 23.93$; $SD = 4.99$) and Future ($M = 46.89$; $SD = 6.25$) orientation. As long as Past Positive ($M = 30.92$; $SD = 4.84$) and Present Hedonistic ($M = 50.51$; $SD = 6.87$) perspectives are concerned, no statistically significant results have been received.

When it comes to negative emotions, results are similar. Past Negative, Present Fatalistic and Future orientation differ statistically significant in means in terms of negative emotions. Present Hedonistic and Past Positive orientation are not significant.

On the basis of correlation, we can assume that Past Negative orientation is positively correlated with negative emotions and negatively correlated with positive emotions. This relationship is stronger in the case of negative emotions. It means that people oriented to past experience more negative than positive emotions at work. As long as Present Fatalistic orientation is concerned, results are very similar. Meanwhile, Future orientation is positively correlated with positive emotions, and negatively with negative emotions. This relationship is stronger in the case of positive emotions. This way, future – oriented people experience more pleasure and satisfaction at work. Present Hedonistic and Past Positive orientations are not significantly correlated with emotional component of job satisfaction.

H2: *Representatives of different time orientation (Past Negative, Past Positive, Present Hedonistic, Present Fatalistic, and Future) differ in cognitive component of job satisfaction.*

Results from ANOVA analysis indicate that representatives of the Past Negative orientation differ statistically significant ($p < 0.05$) in terms of following cognitive components of job satisfaction: Superior, Summary Superior, Work, Summary Work, Work Conditions, Summary Work Conditions, Organization & Management, Summary Organization & Management, Development, Summary Development, Salary, Summary Salary, Work Overall and Life Overall. People oriented positively to past differ in terms of the ingredient called Summary Colleagues. Present hedonists take into account importance of Certainty of Work. Meanwhile, present fatalists show differences in the case of Work Content, Summary Work Content, Organization & Management, Summary Organization & Management, Development, Summary Development, Work Overall, Life Overall and importance of Colleagues. Future – oriented persons consider Work Content, Summary Work Content, Development, Summary Development, Work Overall and importance of Development.

Further analysis allows draw more conclusions. There is evidence that people who manifest past negative orientation, experience lower level of job satisfaction in many areas. It refers to relationships with colleagues, superiors, content of job, work conditions, organization, management, perspective of development, salary. It also affects job satisfaction and life satisfaction in general. Higher level of job satisfaction among present hedonists may come from the role played by colleagues. When it comes to present fatalists, they feel less satisfied with content of work, organization and management, development and certainty of work. They also experience less life satisfaction or job satisfaction in general. The ingredient that has positive influence on their satisfaction is the importance of colleagues. Future-oriented people manifest higher job satisfaction in terms of content of work, development and work satisfaction in general. For past positive orientation there have been no significant correlations.

H3: *Participants of the group of profession people feel greater job satisfaction rather than those from a group of objects.*

Study shows that representatives of professions oriented towards people report significant differences in means in following cognitive components: Superior, Organization & Management, Development, Work Overall and Life Overall. Employees working with people, in contrast to working with objects, experience higher level of job satisfaction in mentioned above fields. As far as emotional aspect of job satisfaction is concerned, there is no statistically significant evidence.

Conducted research and statistical analysis revealed that there are fundamental differences in experienced job satisfaction with reference to time orientation and type of profession. The biggest differences are noticeable in the case of past negative, present fatalistic and future orientation. It may be assumed that none of mentioned time perspective manifested in extremely

high degree leads to positive consequences. For this reason, researchers introduce the term of balanced time perspective as most psychologically and physically healthy for people and optimal for societal functioning (Zimbardo, Boyd, 1999).

Balance means that the individual is able to switch flexibly among time perspectives depending on task features, personal resources, and situational factors rather than be biased toward a particular time perspective that is not adaptive across situations. The past (positive) perspective establishes people's roots with tradition and grounds their sense of personal identity, the present (hedonistic) perspective nourishes daily lives with the playfulness and sensuality, and the future perspective gives people wings to soar to new heights of achievement. Balanced time perspective appear when the individual has all time perspectives harmoniously operating and it enables to realize fully human potential. This knowledge may be useful for creating programs focused on improving employees' satisfaction.

8. Conclusion – limitations

Analyze of time orientation is rather complex and it should consider all possible determinants. Zimbardo claims that time perspective can be under the influence of situational factors such as trauma, status change, or altered states of consciousness (Zimbardo, Boyd, 1999). Moreover, there are not many people who manifest all the time, in every space of life, only one particular type of time perspective. Apart from characteristics typical of one specific time perspective, people reveal other features of other time perspectives.

All participants of the research meet the demands mentioned in the introduction to study, such as: name of profession, range of duties (optionally), duration of work etc. However, results should be interpreted with caution. For example, some professions are difficult to be clearly classified to Prediger's group of *people* or *objects*. Majority of professions include both components of working with people and working with objects.

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