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UDC 005-051:159.944
Originalan naučni rad
Primljen: 21. 12. 2020.
Prihvaćen: 06. 02. 2021.

VREMENSKA PERSPEKTIVA KAO PREDIKTOR STRESA KOD MENADŽERA

REZIME: Cilj ove studije je da odredi odnos između dimenzija vremenske perspektive i percipiranog stresa kod menadžera čije je radno iskustvo – kao menadžera – od jedne do tri godine. Osnovna pretpostavka je bila da su dimenzije vremenske perspektive empirijski potvrđeni korelati brojnih psihičkih funkcija, te da bi, shodno tome, mogle biti korelati percipiranog stresa. Stoga smo postavili hipotezu da su dimenzije vremena značajni prediktori percipiranog stresa kod menadžera. Studija je bila sprovedena na uzorku od 92 menadžera oba pola (od čega je 37% muškaraca i 63% žena). Prosečna starost ispitanika bila je 36,58 godina. Selektivna varijabla za formiranje uzorka bila je dužina radnog iskustva u menadžmentu: od najmanje jedne do najviše tri godine. Pretpostavka za opravdanje uzorka bila je da menadžeri-početnici prihvataju veći broj stimulusa iz okoline kao stresore. Za operacionalizaciju vremenske perspektive upotrebljena je prilagođena verzija Zimbardovog upitnika vremenske perspektive (ZTPI, Zimbardo & Boyd, 1999, adaptacija Kostić & Nedeljković, 2013). Sa 52 stavke upitnik određuje pet dimenzija vremenske perspektive: negativna i pozitivna prošlost, hedonistička i fatalistička sadašnjost i budućnost. Percipirani stres je određivan pomoću rezultata dobijenih na Koenovom upitniku za percipirani stres (The Perceived Stress Scale – Skala Percipiranog Stresa, PSS-10, Cohen

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et al, 1983). Dobijen je značajan regresioni model koji objašnjava 17,6% varijanse u percepciji stresa kod menadžera. Kao jedini značajan nezavisni prediktor u grupi dimenzija vremenskih perspektiva istaknuta je *budućnost* ($\beta = 0,416$). Menadžeri okrenuti budućnosti pokazali su veći stepen percipiranog stresa. Postignuti rezultati potvrđuju početnu pretpostavku predikcione snage dimenzija vremenske perspektive koje se odnose na intenzitet percipiranog stresa. Rezultati predstavljaju prilog razumevanju povezanosti između vremenskih perspektiva i percepcije stresa tokom prvih godina rada u ovom poslu i mogu poslužiti kao osnova za buduća istraživanja ovih konstrukata.

KLJUČNE REČI: vremenske perspektive, percipirani stres, menadžeri

1. Uvod

Sposobnost menadžera da se snalaze u najrazličitijim stresnim situacijama postaje izrazito značajan faktor za uspeh organizacija (Giorgi et al, 2015). Kompleksni fenomen menadžmenta uključuje kako aditivne tako i integrativne mehanizme individualnopsiholoških i kontekstualnih faktora, drugim rečima, personalne karakteristike pojedinca i uticaj društvenog okruženja. U svojoj studiji o menadžmentu Kotler (Kotter, 2012, str. 18) tvrdi: „Možda je najveći izazov sa kojim se menadžeri danas suočavaju očuvanje svoje kompetitivnosti u neprekidno stresnom okruženju.” Neki istraživači definišu menadžment kao *obeležje* ili *ponašanje*, dok ga drugi, sa relacionalne tačke gledišta, posmatraju primarno kao *procesuiranje informacija* (Northouse, 2016). Empirijska istraživanja treba da doprinesu teorijama menadžmenta, s jedne strane konceptualno, stvaranjem novog znanja, kao i, s druge strane, u postepenom napredovanju u objašnjenju tog fenomena (Mathieu, 2016). Postavljanje novih pitanja na koje nemamo brze i precizne odgovore ne mora dovesti do revolucionarne promene paradigme, ali može biti dobra strategija razvoja teorija menadžmenta (Davis, 2010). Iz rezultata prethodnih studija neki autori zaključuju da su osobe koje preferiraju menadžersku poziciju (ili kasnije postaju menadžeri) ambicioznije, agresivnije, kompetitivnije i sklonije samoevaluaciji u poređenju s dru-

gima (Čizmić et al, 1995, prema Panić, 2016). Iz toga možemo zaključiti da je menadžment, uz ostalo, i projekcija sopstvene (menadžerove) ličnosti (Marković, 2006). Kriterijumi uspešnog vođstva i menadžementa menjali su se tokom vremena, od lako uočljivih, tipičnih atributa rukovodioca, ka u većoj meri integrativnom pristupu koji uključuje međugru karakternih crta ličnosti i kontekstualnih faktora (Zaccaro, 2007, Kalisch & Gil, 2016). Iako ne postoji saglasnost oko ključnih karakternih crta uspešnog menadžera, većina istraživača je saglasna da ovaj pristup ne bi trebalo napustiti, nego da bi se uključivanjem novih varijabli i povezanosti u istraživanje postiglo bolje objašnjenje ovog kompleksnog fenomena (Hellrigger & Slocum, 1989, prema Marković et al., 2004).

U našoj studiji bavimo se korelacijama varijabli vremenske perspektive i percipiranog stresa kod menadžera koji su na početku svojih karijera, osoba koje upravljaju svojim organizacijama ili delovima organizacija samo od jedne do tri godine, polazeći od pretpostavke da percepcija socijalnog okruženja nije ista kod menadžera početnika na toj poziciji i onih koji imaju mnogo više iskustva, kao i od toga da je verovatno da oni koji su proveli u službi kraći vremenski period, doživljavaju veći broj stimulusa iz socijalnog okruženja kao stresore. Razmatramo dominantnu vremensku perspektivu menadžera kao mogući prediktor percipiranog stresa.

Bez obzira na to da li ćemo definisati vremensku perspektivu kao stav, fleksibilni dinamički proces ili stabilnu dispoziciju ličnosti, prethodne studije sugerišu da vremenska perspektiva utiče na mnoge značajne fenomene u savremenom svetu (Zimbardo, Keough, & Boyd, 1997; Harber, Zimbardo, & Boyd, 2003; Holman & Zimbardo, 2009, prema Kostić & Nedeljković, 2013).

Zimbardo i Bojd su pokazali da postoji povezanost između perspektive vremena i velikog broja demografskih, bihevioralnih i personalnih varijabli (Dunkel & Weber, 2010, prema Kostić & Nedeljković, 2013), i takođe ukazali na značajnu prediktivnu moć svog upitnika u vezi sa akademskim uspehom, prokrastinacijom i antisocijalnim ponašanjem (Adelabu, 2007; Horstmanshof & Zimitat, 2007; Diaz-Morales et al., 2008; Kruger, Reicshi, & Zimmerman, 2008; prema Kostić & Nedeljković, 2013).

1.1. Problem i ciljevi ove studije

Cilj ove studije jeste da utvrdi odnose između vremenske perspektive i percipiranog stresa kod menadžera koji tu poziciju zauzimaju od jedne do tri godine. Kao hipotezu postavili smo sledeće: dimenzije vremenske perspektive značajni su prediktori percipiranog stresa kod menadžera. Osnovna pretpostavka je da su vremenske dimenzije empirijski potvrđeni korelati brojnih psihičkih funkcija i prema tome mogu biti korelati percipiranog stresa. Druga je pretpostavka da menadžeri početnici doživljavaju više stimulusa iz okoline kao stresore.

2. Metod

2.1. Uzorak

Uzorak čine 92 menadžera oba pola (od čega 37% muškaraca i 63% žena) čija je prosečna starost 36,58 godina. Selektivna varijabla za formiranje uzorka jeste dužina radnog iskustva u menadžmentu u trajanju od jedne do tri godine.

Tabela 1: Struktura uzorka u odnosu na pol

	Frekvencija	Procenat
Muški	34	37,0
Ženski	58	63,0
Ukupno	92	100,0

Kao što možemo videti iz tabele, gotovo dve trećine uzorka čine žene, a samo jednu trećinu muškarci. Balansiranje uzorka po kriterijumu pola zahtevalo bi dosta vremena, stoga bi i istraživanje bilo produženo i troškovi povećani, zahvaljujući tome što je inicijalni kriterijum bio od jedne do tri godine radnog iskustva u menadžmentu.

Tabela 2: Struktura uzorka u odnosu na životnu dob

	N	Minimum	Maksimum	Srednja vrednost	Stand. devijacija
Broj godina	92	20	59	36,58	9,683
Radno iskustvo (u godinama)	92	1.00	3.00	1,8913	,84133

U našem uzorku je najmlađi menadžer star 20 godina, a najstariji 59 godina. Prosečna starost ispitanika je 36,58 godina. To pokazuje da je većina ispitanika zauzela menadžerske pozicije u zrelim godinama, nakon stečenog radnog iskustva.

2.2. Procedura

Istraživanje je sprovedeno na teritoriji centralnog i južnog dela Republike Srbije i u nekoliko opština Autonomne Pokrajine Vojvodine. Menadžeri sa radnim iskustvom od jedne do tri godine u menadžmentu zaposleni su u organizacijama u državnom i privatnom vlasništvu, različitih veličina u pogledu broja zaposlenih. Organizacije u državnom vlasništvu bile su lokalne uprave, zdravstvene institucije, obrazovne institucije, javna preduzeća, fondovi ili agencije i slično, dok su organizacije u privatnom vlasništvu bile iz sektora proizvodnje, trgovine, usluga, privatne obrazovne ili manje privatne zdravstvene organizacije. U svim gore navedenim organizacijama menadžerske funkcije su formalno definisane internom strukturom tih organizacija. Učesnici u istraživanju su, nakon što su bili upoznati sa prirodom i ciljevima istraživanja, dali svoj usmeni pristanak, a upitnike su popunjavali individualno.

2.3. Merenje

Da bi se operacionalizovala vremenska perspektiva, upotrebljena je prilagođena verzija Zimbardovog upitnika za vremensku perspektivu (ZTPI, Zimbardo & Boyd, [1999], adaptacija Kostić & Nedeljković, 2008). Upitnik ima 52 stavke i određuje pet dimenzija vremenske perspektive: negativnu i pozitivnu prošlost, hedonističku i fatalističku sadašnjost i budućnost.

Percipirani stres je bodovan na Koenovom upitniku za percipirani stres (*The Perceived Stress Scale, PSS-10, Cohen et al, 1983*). To je upitnik sa 10 stavki o mislima i osećanjima osoba koje se odnose na događaje proteklog meseca koje su one smatrale stresnim.

2.4. Analiza podataka

Metode merenja deskriptivne statistike (frekvencija, procenat, srednja vrednost, standardna devijacija), korelacija i linearna analiza regresije upotrebljene su u procesu analize podataka. Pre primene korelacionih tehnika i regresione analize, varijable su bile transformisane u *z-skorove*.

3. Rezultati

Tabela 3: Korelacija između vremenske perspektive i percipiranog stresa

		Prošlost neg.	Prošlost poz.	Sadaš- njost fata- listička	Sadaš- njost hedo- nistička	Buduć- nost
Perci- pirani stres	Pearson Correlation	.188	.150	.147	-.012	-.400**
	Sig. (2-tailed)	.073	.155	.163	.911	.000
	N	92	92	92	92	92

Kao što se vidi, jedina signifikantna i izrazito negativna korelacija postoji između percipiranog stresa i dimenzije vremenske perspektive – a to je *budućnost*. Menadžeri sa dominantnom vremenskom perspektivom *budućnosti* doživljavaju veći broj stimulusa iz društvene okoline kao stresore.

Tabela 4: Parametri procene regresionog modela

R	R kvadrat	Usklađen R kvadrat	Standardna greška procene
.419 ^a	.176	.128	1.01432599

Tabela 5: Indikatori značaja regresionog modela

	Model	Suma kvadrata	df	Srednja vrednost kv.	F	Sig.
1	Regresioni	18.856	5	3.771	3.665	.005
	Rezidualni	88.482	86	1.029		
	Ukupni	107.338	91			

Dobijeni regresioni model signifikance objašnjava 17,6% varijanse u percepciji stresa kod menadžera koji imaju od jedne do tri godine radnog iskustva u menadžmentu. Dimenzije vremenske perspektive mogu biti značajni prediktori percipiranog stresa kod menadžera.

Tabela 6: Koeficijenti

	β	t	sig
(Konstanta)		1.973	.052
Prošlost negativna	.023	.208	.835
Prošlost pozitivna	.101	.957	.341
Sadašnjost fatalistička	-.066	-.578	.565
sadašnjost Hedonistička	-.070	-.677	.500
budućnost	.416	3.505	.001

Budućnost je istaknuta kao jedini signifikantni prediktor u grupi dimenzija vremenske perspektive ($\beta = 0,416$). Menadžeri okrenuti budućnosti imaju veći skor percipiranog stresa.

4. Diskusija i zaključak

Dominantna vremenska perspektiva menadžera „početnika” i individualnost u percepciji stresa predstavljaju psihološke konstrukte

čije smo korelacije određivali u našoj studiji. Rezultati potvrđuju našu hipotezu o prediktivnoj snazi dimenzija vremenskih perspektiva u predikciji percipiranog stresa kod menadžera. U grupi mogućih vremenskih perspektiva kod menadžera s radnim iskustvom do tri godine u menadžmentu, vremenska dimenzija *budućnosti* istaknuta je kao jedini nezavisno signifikantni prediktor, što sugerije da menadžeri orijentisani ka budućnosti doživljavaju veći broj stimulusa iz društvenog okruženja kao stresore.

Ranije studije su takođe potvrdile uticaj psihološke pravovremenosti na sveukupno ljudsko radno ponašanje (Bluedorn & Denhardt, 1998; Strobel, Tumasjan, Sporrle & Welp, 2013, prema Ortiz & Davis, 2016). Izučavanje mehanizama uticaja dominantne vremenske perspektive na varijable povezane sa menadžmentom predstavlja važan korak u razumevanju efekata vremenske perspektive na sveukupno organizaciono ponašanje, uključujući percipiranje stresa na poslu, predanost radu, zadovoljstvo poslom, često izostajanje s radnog mesta i slično. Sposobnost anticipacije i stvaranje planova za budućnost, kao i organizovanje efikasnog radnog ponašanja, predstavljaju važne osobine menadžera i ova pretpostavka ukazuje na mogućnost da određena osoba poseduje sposobnosti funkcionalnog ponašanja u sadašnjosti i planiranja odgovarajućih ciljeva za budućnost (Locke, 1975; Gjesme, 1983; prema Seijts, 1998). Izlaženje na kraj sa stresorima koji potiču iz okoline, takođe predstavlja jedan od bazičnih potencijala menadžera. Lazarus i Folkman (1984) ukazuju na to da je stres u velikoj meri personalizovani proces koji uglavnom zavisi od karakternih crta ličnosti. Isti stresor posmatran kroz prizmu perceptivno-kognitivnog tretmana različitih individua uzrokuje različite stresne reakcije (Zotović, 2002), i upravo je to bila ishodišna tačka za našu hipotezu da su menadžeri sa kraćim radnim iskustvom u menadžmentu verovatno podložniji tome i da doživljavaju veći broj stimulusa iz društvenog okruženja kao stresore.

Vremenska perspektiva kao „opšta sposobnost čoveka da predvidi, iluminira i strukturira budućnost” (Gjesme, 1983, str. 452, prema Seijts, 1998) jeste „stub menadžmenta” koji uključuje zrelost razmišljanja i odgovarajući efikasan stav prema prošlosti, sadašnjosti i budućnosti (Munro, 2012). Svest o vremenskom rasponu koji je povezan sa određenom aktivnošću u velikoj meri određuje društveno okruženje i

naročito one stimuluse iz tog okruženja koje percipiramo kao stresore. Ona takođe definiše tip aktivnosti, način delovanja i ciljeve koje osoba sebi postavlja (Seijts, 1998). Vremenska perspektiva je jedna od najuticajnijih dimenzija psihičkog života čoveka zato što usmerava ponašanje prema oblicima koji su neproduktivni, ili čak destruktivni za ličnost ili organizaciju, ali i prema oblicima ponašanja koji donose dobrobit kako pojedincu tako i kolektivu, pa je stoga osobito važno spoznati njen uticaj u kontekstu percepcije stresa u društvenom okruženju menadžera (Zaleski & Przepiorka, 2014). Ovi stavovi sugerišu da su mogući različiti rezultati u upravljanju u odnosu prema dominantnoj vremenskoj perspektivi menadžera oni koji će odrediti da li će on/ona delovati promišljeno i valjano i odrediti prioritete, odnosno, da li će biti u stanju da adekvatno reaguje na kognitivnom i bihevioralnom nivou u stresnim situacijama (Munro, 2012).

Vremenska perspektiva (time perspective – TP) *budućnost* može biti definisana kao sposobnost planiranja i organizovanja neke aktivnosti koja prevazilazi sadašnji trenutak (Suto & Frank, 1994, prema Seijts, 1998). Ličnosti sa dominantnim TP *budućnost* spremne su da odlože trenutno zadovoljenje da bi ostvarile važne ciljeve u budućnosti. Dakle, u kontekstu izučavanja procesa menadžmenta, vremenska perspektiva *budućnost* kao odnosna varijabla ima veliki značaj za istraživanje jer može da objasni kognitivno razumevanje odnosa između glavnih elemenata vremena: prošlih događaja, percepcije realnosti i anticipacije ciljeva u budućnosti (Lock & Latham, 1990, prema Seijts, 1998). Vremenska perspektiva *budućnost* povezana je sa sposobnošću organizovanja direktnih aktivnosti čija korist nije vidljiva trenutno i koja je naročito važna za menadžment, i čija kompleksnost raste kod onih, kao što su učesnici u našem istraživanju, koji su početnici i nemaju dugo radno iskustvo u menadžmentu. Sposobnost da se problemi prevaziđu, u većini slučajeva, raste uporedo sa povećanjem radnog iskustva, ali dug period izloženosti stresu može ugroziti mentalno zdravlje i opštu sposobnost pojedinca da se uhvati u koštac s problemima (Backović i dr., 2000). Rezultati studije Kneževića (2016) ukazuju da više od polovine menadžera ima porast različitih indikatora profesionalnog stresa. U skladu sa tim, smatrali smo da razjašnjenje korelacije percepcije stresa kod menadžera sa najvećim mogućim brojem varijabli može biti

od velikog teorijskog i praktičnog značaja. Rezultati, takođe, postavljaju pitanje promena u kvalitetu i intenzitetu utvrđenih korelacija. Inicijalni period „učenja zanata” u menadžmentu i prilagođavanje društvenoj poziciji menadžera može da se razlikuje jednim skupom karakteristika koji uključuju i dominantnu vremensku perspektivu, ali s vremenom, izraz i dominantnost karakteristika, kao i percepcija društvenog okruženja, mogu da se promene.

Rezultati naše studije su prilog razumevanju odnosa između vremenske perspektive i percepcije stresa kod menadžera tokom prvih godina rada u tom poslu i mogu poslužiti kao polazište za buduće istraživanje ovih konstrukata.

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UDC 005-051:159.944
Originalan naučni rad
Primljen: 21. 12. 2020.
Prihvaćen: 06. 02. 2021.

TIME PERSPECTIVE AS PREDICTOR OF PERCEIVED STRESS IN MANAGERS

ABSTRACT: The aim of this study was to determine relation between dimensions of time perspective and perceived stress among managers, who have one to three years of working experience as managers. The basic assumption was that dimensions of time perspective are empirically confirmed correlates of numerous psychic functions, thus they can also be correlates of perceived stress. Therefore, we set hypothesis that dimensions of time perspective are significant predictors of perceived stress in managers. The study was conducted on the sample of 92 managers of both genders (37% of men and 63% of women). Average age of examinees was 36.58 years. Selective variable for formation of the sample was the length of working experience in management - from minimum one up to maximum three years. The assumption for the sample justification was that managers-beginners experience bigger number of stimuli from the environment as stressors. An adapted version of Zimbardo's time perspective questionnaire (ZTPI, Zimbardo & Boyd, 1999, adaptation of Kostić & Nedeljković, 2013) was used to operationalize the time perspective. The questionnaire with 52 items determines five dimensions of time perspective – negative and positive past, hedonistic and fatalistic present and future. Perceived stress is determined by score on Cohen's questionnaire for perceived stress (The Perceived

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Stress Scale, PSS-10, Cohen et al, 1983). Significant regression model was obtained, which explains 17,6% variance in perception of stress in managers. As the only independently significant predictor in the group of dimensions of time perspective, *future* was highlighted ($\beta = 0,416$). Managers who are turned towards the future have higher scores of the perceived stress. The results confirmed the initial assumption on predictor power of dimensions of time perspective in predicting intensity of the perceived stress. The results represent contribution to understanding the relationship between dimensions of time perspective and stress perception during the first years of management and may be the starting point for future research of those constructs.

KEY WORDS: time perspectives, perceived stress, managers

Introduction

Capability of managers to cope with various stressful situations started becoming increasingly important factors for successfulness of organizations (Giorgi et al, 2015). Complex phenomenon of management also includes both additive and integrative mechanisms of individual psychological and contextual factors, that is, both personal characteristics of an individual and influence of social environment. In his study on management Kotter (Kotter, 2012, p.18) says: “probably the greatest challenge that managers face today is preserving their own competitiveness in constantly stressful environment.” Some researchers define management as *feature* or *behavior*, while others view management primarily as *information processing* and observe it from the relation point of view (Northouse, 2016). With regards to contribution to the management theories, empirical researches should provide conceptual contribution by creation of original knowledge and gradual progress in explanation of that phenomenon (Mathieu, 2016). It does not have to be revolutionary change of paradigm, but raising new questions for which we do not have quick and quite precise answers, may be a good strategy

for the development of management theories (Davis, 2010). From results of previous studies, some authors conclude that persons who prefer the manager position (or later become managers) are more ambitious, more aggressive, more competitive, more inclined to self-evaluations compared to others (Čizmić et al, 1995, according to Panić, 2016), so we can conclude that management, among other things, is also projection of the manager's personality (Marković, 2006). Criteria of effective leadership and management have changed over time, from easily visible, typical leadership attributes to integrative approach that includes the interplay of personal traits and contextual factors (Zaccaro, 2007, Kalisch & Gil, 2016). Although no agreement on the key traits of a successful manager has been achieved, most researchers agree that this approach should not be abandoned, but new variables and connections should also be included in the study that will explain complexity of the management phenomenon (Hellrigger & Slocum, 1989, according to Marković et al., 2004).

In our study, we dealt with correlation of variables the time perspective and perceived stress in managers who are at the beginning of their careers, that is, they manage their organizational units for only 1-3 years, starting from the assumption that perception of social environment stressors is not the same in managers who are beginners at that position compared to those who are much more experienced, and that probably managers with shorter length of management service experience bigger number of the social environment stimuli as the stressors. We consider the dominant time perspective of the manager as a possible predictor of perceived stress.

Regardless the fact whether we define the time perspective as an attitude, a flexible dynamic process or a stable disposition of personality, the studies suggest that the time perspective affects many significant phenomena in the modern world (Zimbardo, Keough & Boyd, 1997; Harber, Zimbardo & Boyd, 2003; Holman & Zimbardo, 2009, according to Kostić and Nedeljković, 2013).

Zimbardo & Boyd, determined the connection between time perspective and a large number of demographic, behavioral and personal variables (Dunkel & Weber, 2010, according to Kostić and Nedeljković, 2013), and also significant predictive power of their questionnaire

in relation to the academic success, procrastination and anti-social behavior. (Adelabu, 2007; Horstmanshof & Zimitat, 2007; Diaz-Morales et al., 2008; Kruger, Reicshi & Zimmerman, 2008; according to Kostić and Nedeljković, 2013).

Zimbardo & Boyd, determined the correlation between time perspective and large number of demographic, behavioral and personal variables (Dunkel & Weber, 2010, according to Kostić and Nedeljković, 2013), while prediction power of their questionnaire in relation to the academic success, procrastination and anti-social behavior is also significant. (Adelabu, 2007; Horstmanshof & Zimitat, 2007; Diaz-Morales et al., 2008; Kruger, Reicshi & Zimmerman, 2008; according to Kostić and Nedeljković, 2013).

Problem and aims of the study

The aim of the study is to determine relations between the time perspective and perceived stress in managers who have occupied manager position from 1 to 3 years. Therefore, we set **the hypothesis** that dimensions of time perspective are significant predictors of perceived stress in managers. The basic assumption was that time dimensions are empirically confirmed correlates of numerous psychic functions, thus they can be correlates of the perceived stress. Assumption was that the managers-beginners experience more stimuli from the environment as stressors.

Method

Sample

92 managers of both genders (37% of men and 63% of women). Average age of examinees was 36.58 years. Selective variable for formation of the sample was length of working experience in management (1-3 years).

Table 1: Structure of sample in relation to gender

	Frequency	Percent
Male	34	37.0
Female	58	63.0
Total	92	100.0

In our sample of managers, as we can see in the table, there were almost two thirds of women and one third of men. Balancing the sample by gender criterion would require a lot of time, it would extend the research and increase costs due to the fact that initial criterion for inclusion in the sample was 1-3 years length of working experience in management.

Table 2: Structure of the sample in relation to age

	N	Minimum	Maximum	Mean	Std. Deviation
Age	92	20	59	36.58	9.683
Working experience (in years)	92	1.00	3.00	1.8913	.84133

The youngest manager in our sample was 20 years of age while the oldest was 59 years, and the average age of the examinees was 36.58 years, which shows that most of our examinees started occupying managerial positions in mature years, after gaining work experience.

Procedure

The study was conducted on the territory of central and southern parts of the Republic of Serbia and in several municipalities of the Autonomous Province of Vojvodina. Managers with 1-3 years length of working experience in management were employed by organizations of both state and private ownership status, of different sizes in relation to

the number of employees. The state-owned organizations included in the study were local governments, health institutions, educational institutions, public companies, funds or agencies, and similar, while privately owned organizations that were included in the study were from the sectors of production, trade, services, private educational or smaller private health organizations. In all of the above organizations, management functions are formally defined by internal structure of the organization. The study participants gave oral information consent, after being acquainted with nature and objectives of the study, and they filled in the questionnaires individually.

Measures

An adapted version of Zimbardo's time perspective questionnaire was used to operationalize the time perspective (*ZTPI, Zimbardo & Boyd, (1999), adaptation of Kostić & Nedeljković, 2008*). The questionnaire with 52 items determines five dimensions of time perspective – negative and positive past, hedonistic and fatalistic present and future.

Perceived stress is determined by score on Cohen's questionnaire for perceived stress (*The Perceived Stress Scale, PSS-10, Cohen et al, 1983*). The questionnaire with 10 items is about feelings and thoughts according to events that happened in the last month, which were stressful for them.

Data analysis

Measures of descriptive statistics (frequency, percent, mean, standard deviation), correlation and linear regression analysis have been used in data analysis process. Before applying correlation techniques and regression analysis, the variables were transformed into *z-scores*.

Results

Table 3: Correlation between time perspectives and perceived stress

		Past Negative	Past Positive	Present Fata- listic	Present Hedo- nistic	Future
Perceived stress	Pearson Corre- lation	.188	.150	.147	-.012	-.400**
	Sig. (2-tailed)	.073	.155	.163	.911	.000
	N	92	92	92	92	92

As it is shown, the only significant and high negative correlation exists between perceived stress and dimension of time perspective *Future*. Managers with dominant time perspective *future* experience greater number of stimuli from the social environment as stressors.

Table 4: Parameters of the regression model estimation

R	R Square	Adjusted R Square	Std. Error of the Estimate
.419 ^a	.176	.128	1.01432599

Table 5: Indicators of the Regression model significance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.856	5	3.771	3.665	.005
1 Residual	88.482	86	1.029		
Total	107.338	91			

A significant regression model was obtained which explains 17,6 % variance in perception of stress in managers with 1-3 years length of working experience in management. Dimensions of time perspective can be a significant predictor of perceived stress in managers.

Table 6: Coefficients

	β	t	sig
(Constant)		1.973	.052
Past Negative	.023	.208	.835
Past Positive	.101	.957	.341
Present Fatalistic	-.066	-.578	.565
Present Hedonistic	-.070	-.677	.500
Future	.416	3.505	.001

The *future* has been highlighted as the only single significant predictor in the group of dimensions of time perspective ($\beta = 0,416$). Managers who are turned towards *future* have higher scores of the perceived stress.

Discussion and conclusion

The dominant time perspective of managers “beginners” and individuality in perception of stress represent the psychological constructs, which correlation we have determined in our study. The results confirmed our hypothesis regarding the prediction power of dimensions of time perspectives in prediction of perceived stress in managers. In the group of possible dominant time perspectives in managers with up to 3 years length of working experience in management, as the only independently significant predictor, the time perspective *future* has been highlighted, which suggests that managers who are more orientated towards future experience greater number of stimuli from the social environment as stressors.

Earlier studies have confirmed the influence of psychological timeliness on overall human behavior at work (Bluedorn & Denhardt, 1998; Strobel, Tumasjan, Spörle & Welp, 2013, according to Ortiz & Davis, 2016). Studying the influence mechanisms of the dominant time perspective on management-related variables is an important step towards understanding the effects of time perspective on overall organizational behavior, including perception of stress at work, work commitment, job satisfaction, absenteeism, and similar. Capability of anti-

cipation and making plans for future, as well as organization of effective behavior, represent very important trait of managers, and this starting assumption points to possibility that person has capacities for functional behavior in the present and planning of adequate goals for the future (Locke, 1975; Gjesme, 1983; according to Seijts, 1998). It also represents basic potential of the manager to deal with social environment stressors. Lazarus and Folkman point out that stress is highly personalized process that largely depends on the personality traits (Lazarus & Folkman, 1984). The same stressor, through the prism of perceptive-cognitive treatment of different individuals, causes various stress reactions (Zotović, 2002), which was the starting point for our assumption that managers with shorter length of working experience in management will probably experience greater number of stimuli from the social environment as stressors.

Time perspective, as “the general capacity of man to foresee, illuminate and structure the future” (Gjesme, 1983, p.452, according to Seijts, 1998) is the “pillar of management” that incorporates maturity of thinking and adequate affective attitude towards the past, the present and the future (Munro, 2012). Awareness of the time span to which certain activity is related, largely defines general perception of the social environment, and especially of those stimuli from the environment that we perceive as stressors, but it also defines type of activity, mode of action and goals that a person sets before him/her (Seijts, 1998). The time perspective is one of the most influential dimensions of human psychic life because it can channel behavior towards forms that are unproductive or even destructive to personality or organization, or towards behaviors that bring both personal and collective well-being, and it is therefore particularly important to perceive its influence in the context of stress perception in the social environment of managers (Zaleski & Przepiorka, 2014). The above stated assumptions suggest that there may be different management outcomes in relation to dominant time perspective of the manager, which can determine whether he/she will act with maturity and properly define priorities, that is, whether he/she will be able to respond adequately at the cognitive and behavioral level in stressful situations. (Munro, 2012).

The time perspective (TP) *future* can be defined as ability to plan and organize an activity beyond the present moment (Suto & Frank, 1994, according to Seijts, 1998). Persons with dominant TP *future* are ready to delay instant gratification in order to achieve important goals in the future. Therefore, in the context of studying the management process, the time perspective *future* as a related variable has great research significance because it can explain cognitive understanding of relationship between the major time blocks, past events, perception of reality, and anticipation of goals in the future (Lock & Latham, 1990, according to Seijts, 1998). The time perspective *future* is related to the ability to organize direct activities which benefits are not seen at the moment, which is especially important for management and probably more complex issue for those managers who are beginners at that position, that is, they have short working experience in management (like the participants in our study). Ability to overcome problems in most cases grows with working experience, but long period of stress exposure can undermine mental health and general capacities of the manager for overcoming the problems (Backović et al., 2000). The study findings by Knežević (2016) indicate that more than half of managers have increase in various indicators of professional stress. According to the above mentioned, we consider that clarifying the correlation of stress perception in managers with as many variables as possible can be of great theoretical and practical significance. The results also raise the question of changes in quality and intensity of the established correlations. The initial period of “learning the craftsmanship” of management and adapting to social position of the manager can be distinguished by one set of traits, including the dominant time perspective, but in time, expression and dominance of traits, as well as perception of the social environment, may change.

The results of our study represent a contribution to understanding the relationship between dimensions of time perspective and stress perception during the first years of management, and can be the starting point for future research of these constructs.

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