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The relationship between time perspective and procrastination of employees with different job titles

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GENERAL DESCRIPTION OF THE WORK

Relevance of thesis

At present research into the factors contributing to or, conversely, hindering professional achievements of an individual is becoming increasingly important. Special attention is paid to such factors as personal potential and goal setting, which are the basis of a successful activity. Special conditions of the individual can be attributed to such a phenomenon as procrastination, i.e. "postponing things for tomorrow." Basically, procrastination is considered as a characteristic that negatively affects the success of human activity. Recently, this problem has received special attention from Russian and foreign psychologists. In foreign psychological literature on this point, the work of работы M.K. Akinsola, A. Tella (2007), A. Ellis, W.J. Knaus (1977), C.H. Lay (1997) are well-known. In Russian psychology the works of V.V. Barabanschikova (2015), J. I. Varvaricheva (2010), A. V. Dorodayko (2013), E. P. Ilyin (2011), V. S. Kovylin (2013), N. Shuhova (1996), etc. are dedicated to this issue.

However, it can be assumed that the phenomenon of procrastination may be related to the achievement of a more significant goal in the activity. Therefore, the ability to identify temporary perspectives in the work aimed at rational distribution and delegation of less important cases can be reflected in procrastination. Thus, procrastination can act as a personality trait and a level of reflection, as well as a situational characteristic of organization of human activity in a positive way, i.e. contributing to the achievement of higher goals in the activities, but also destructive in terms of preventing this success (A. H. C. Chu & J. N. Choi, J. N. Choi & S. V. Moran, V. V. Barabanshikova & G. I. Marusanova, E. P. Ilyin, A.V. Karpov). In our study, procrastination acts as a special time mode, which can be considered as a way of organizing activities and rational reflection, contributing to or hindering the professional achievements of employees with different job titles. At the same time, "constructive" procrastination is understood as a way of organizing activities based on a conscious, purposeful postponement of the implementation of a certain range of functions, which allows, ultimately, to achieve success. The opposite phenomenon in meaning is "destructive" procrastination, which

implying unintentional, impulsive postponement of various cases due to the inability to make timely organizational decisions. In our study, procrastination acts as a special time mode, which can be considered as a way of organizing activities and rational reflection, contributing to or hindering the professional achievements of employees of different official status. At the same time, "constructive" procrastination is understood as a way of organizing activities based on a conscious, purposeful postponement of the implementation of a certain range of functions, which allows, ultimately, to achieve success. The opposite phenomenon in meaning is "destructive" procrastination, implying unintentional, impulsive postponement of various cases due to the inability to make timely organizational decisions.

Since such studies are still not considered enough in psychological literature, we are proposing to study the level of procrastination and its relationship with the time perspective and their implementation in activities.

The degree of development of the research topic. In the professional activity the ability of the organization of human life and activities is of primary importance. Professional activity is a time-consuming process where time is an important and irreplaceable resource. The ability of rational distribution of time provides life strategies in situations of uncertainty and determines the placement of time priorities in professional self-realization (K. A. Abulkhanova, A. K. Bolotova, O.V. Mitina, T. A. Nestik, E. A. Orel, E. N. Osin, A. Syrtsova, N. N. Tolstykh). Time remains one of important, but extremely underutilized reserves of mental organization of an individual. In the conditions of intensification of social development, acceleration of rates and time limits of activity in situations of time trouble, the problem of procrastination acquires practical importance. There is a need to work in conditions of time deficit, intentionally postpone tasks, redistribute time priorities and time limits in situations of professional communication (Abulkhanova-Slavskaya, Berezina, 2001; Bolotova, 2007). Rational use of lifetime, focus on the time perspective of the future (Zimbardo, 2010), expanding the horizons of professional and personal growth contribute to the success of the individual. Today the study of personal potential and success of a person involves the study of time perspectives

and strategies, which often determine professional self-realization (Bolotova, Puretzky, 2015). However, such research is still not enough in contemporary psychology.

The aim of our research is to study the relationship of procrastination and the time perspective of employees with different job titles.

The object of the study is procrastination in the organization of activities, and the **subject** is the relationship of time perspective and procrastination among employees with different job titles. The following assumptions are put forward as **hypotheses of the research**:

1. The relationship of time perspective, constructive procrastination, reflection and readiness for goal setting is qualitatively different in the activities of employees with different job titles.

2. Procrastination is a way of organizing activities and rational reflection, contributing to professional achievements.

In accordance with the purpose and hypotheses of the study, the following **tasks** are solved:

1. To investigate the state of the problem of procrastination in psychological literature.
2. To analyze the main approaches to the study of time and time perspective in psychology.
3. To study the problem of time organization in personal activity.
4. Substantiate the substantive characteristics of procrastination in the organization of activities of employees with different job titles.
5. Reveal the content structure and components of personal potential in conjunction with procrastination ensuring the successful activities of students, top and middle managers.
6. To develop a set of techniques for the diagnosis, selection of personnel reserve and forecasting the success of employees with different job titles.

Empirical base of research. The study has involved 180 people. The empirical base of the research is represented by three groups of respondents:

1.   A group of students and masters of senior courses (60 people, including 34 men and 26 women). The average age of this group was 25.6. Work experience comprised from 1 to 3 years, or none at all.

2.   A group of young professionals, representatives of the personnel reserve, as well as middle managers (60 people, of which 27 men and 33 women). The medium age was 26.7. Work experience in the position was from 5 to 10 years.

3.   Senior managers, heads of various state and corporate enterprises (60 people, including 29 men and 31 women). The medium age was 42.57. Work experience in a managerial position comprised from 10 to 21 years. All subjects hold senior positions, both in public and private organizations, represented in various fields of activity.

All respondents have higher education, some of the respondents have academic degrees of Candidate or Doctor of Sciences.

The theoretical and methodological basis in our study are the cultural and historical approach to the development of personality (L. S. Vygotsky, V. P. Zinchenko); the provisions of the subject-activity approach (K. A. Abulkhanova - Slavskaya, S. L. Rubinstein, V. D. Shadrikov); the concept of life potential and time perspective (F. Zimbardo, K. Levin, D. A. Leont'ev, J. Nutten); the theory of time organization of personal activity (K. A. Abulkhanova-Slavskaya, A. K. Bolotova).

Methodological tools include a number of techniques:

1. Questionnaire " Purpose – in – Life Test " [Crambo, Maholic,1981] adapted by D. A. Leont'ev (2000);

2. Method of Time perspective inventory (TPI) of A. Gonzalez and F. Zimbardo [Gonzales, Zimbardo, 1985] to identify the time perspective of the individual adapted by A. Syrtsova, E. T. Sokolova and O. V. Mitina (2008);

3. A. Rean's questionnaire "Motivation for success and fear of failure" [MUN, 2004];

4. Scale of procrastination C. H. Lay (1986) adapted by O. S. Windecker and M. V. Ostanina (2014);

5. A.V. Karpov's reflexivity questionnaire (2003);

6. General self-efficacy scale [Jerusalem, Schwarzer, 1986], adapted by V. Romek (1996).

Data processing methods include:

Comparing two groups using a quantitative scale were based on the nonparametric Mann-Whitney test. When comparing the three groups, Kruskall Wallace criterion was used. The average value and standard deviation in "M ± S" format were used to describe the quantitative indicators. The correlation analysis was carried out on the basis of nonparametric rank correlation by Spearman. In the construction of regression models, methods of step regression were used. The estimation of the model parameters was carried out by the method of least squares. The statistical significance of regressors was determined with Student criterion, and the statistical significance of the entire model - with Fisher criterion. The detection of latent factors influencing the formation of the indicators considered in the study was carried out by the methods of factor analysis and by the method of main components, using the algorithms of varimax rotation. The analysis of the relationship of the selected indicators in employees of different job status was carried out using a single-factor analysis of variance ANOVA and a posteriori analysis. To assess the probability of promotion to the position of a top manager, a decision tree was modeled [Levitin A.V., 2006]. ROC-analysis was implemented to assess the reliability of the results of the constructed regression tree.

The level of statistical significance was fixed at the level of error probability 0.05. Statistical data processing was performed using Statistica 10, SAS JMP 11, licensed professional statistical package "SPSS Statistics 22.0" and JASP.

Reliability and validity of the results is ensured by the fact that the empirical material of the study was obtained through valid, reliable, proven psychodiagnostic techniques. At the stage of generalization and analysis of empirical data objectivity of the results was provided by the choice of statistical analysis procedures adequate to the nature of empirical data. These procedures included correlation analysis, regression analysis, factor analysis, univariate analysis of variance, a posteriori analysis, construction of contingency tables and decision tree. Also, the reliability of the results was provided by the composition of the sample, which includes respondents of different official status.

The procedure and stages of research

The study was conducted in the period from 2015 to 2018 and included several stages:

Stage 1 (2015-2016) - theoretical analysis of Russian and foreign literature on the problem of procrastination, time prospects, development of reflection, research of personal potential, as well as the selection of techniques and conducting pilot studies.

Stage 2 (2016-2017) - carrying out the psychodiagnostic techniques for the study of time prospects, life orientations, reflection and procrastination.

Stage 3 (2018) - processing and interpretation of the received data.

The scientific novelty of the dissertation research lies in the following provisions

• In the thesis developed a new aspect of the study of procrastination, which is presented as a special way of rational organization of activities.

• Procrastination in relation to reflection for the first time acts as a constructive or destructive component of activity.

• The study of the relationship of time perspective, constructive procrastination and reflection is presented for the first time as a basis for successful organization of activities.

• For the first time the distinctive features and properties of procrastination are analyzed and justified as a special temporary mode of organization of activity.

• The characteristics of different types of procrastination as a destructive or constructive way of organizing activities are identified and generalized.

• Proved the relationship of time perspective, procrastination and different levels of reflexivity as rational ways of organizing the activities of employees with different job titles.

Theoretical significance of the study is explained by a number of statements

• For the first time a study was conducted in historical retrospect of types and kinds of procrastination in management.

• A comparative analysis of different approaches to the study of the phenomenon of procrastination in modern psychological science is presented.

• A certain set of time perspective, reflection and procrastination in the structure of personal potential, the degree of expression of which is considered as a condition for successful activity, is revealed.

Practical significance of the research results is revealed through the following provisions

The author received new data on the features of time organization of activities, including the situation of constructive and destructive procrastination, which is reflected in the management potential: the skills of planning and setting significant priorities in delegation of authority.

A complex of methods on the rational organization of activity approved in work is realized in practice of psychological consulting and organization of work with a personnel reserve in assessment centers.

The dissertation work has a certain applied orientation, as it allows to make a forecast of professional suitability and personnel reserve management in state and corporate organizations.

The following provisions are to be defended:

1.   The relationship and the degree of manifestation of the time perspective of the future, constructive procrastination, a high level of life orientations are the main conditions for the successful professional activity of employees of different official status.

2.   The success of professional activity of top managers is determined by the orientation on the time perspective of the future and the low level of procrastination. The lower the level of procrastination is, the higher the readiness for self-realization of the individual in activity is. Top managers are also distinguished by a focus on the positive past and high rates of life orientations.

3.   Middle managers are distinguished by a high level of destructive procrastination, focus on the time prospects of the negative past and hedonistic present, as well as the lack of a pronounced time perspective of the future. A significant barrier in the activities of middle managers is the low level of reflection, self-efficacy and motivation to succeed.

4. Students are characterized by a high level of destructive procrastination, low level of reflection and focus on the time perspective of the hedonistic present.

Verification of research outcomes. The results of the thesis were discussed at methodological seminars of the Department of General and experimental psychology of the HIGHER school of Economics. The main results are presented in the reports at the conferences: XIV International scientific and practical conference "Psychological and social work in modern society: problems and solutions" (St. Petersburg, April 21-22,

2016), International scientific and practical conference "Actual problems of psychological health: theory and practice" (Pskov, April 14-16, 2016), conference "Construction of the future in psychology and pedagogy" (Moscow, December 2, 2016), VI all-Russian scientific and practical conference on existential psychology (Moscow, May 4-6, 2016), International conference "Actual problems of modern science" (Moscow, April 30, 2016), "Ananiev Readings - 2016. Psychology yesterday, today, tomorrow" (St. Petersburg, 25-29 October 2016), IV International conference "Psychology of stress and coping behavior: resources, health, development" (Kostroma, September 24, 2016), VIII International scientific and practical conference "Actual problems of science of the 21st century" (Moscow, March 31, 2016), Lomonosov – 2017 (Moscow, April 10-14, 2017), Lomonosov – 2018 (Moscow, April 9-13, 2018).

The structure of the dissertation reflects the general logic of the study and consists of an introduction, three chapters, a list of references, including 240 sources, 87 of them are in a foreign language. The body text of the thesis is presented on 164 pages. The results of theoretical and empirical analysis are presented in 79 tables, 41 figures and 2 Annexes. The total volume of the thesis comprises 196 pages.

THE MAIN CONTENT OF THE WORK

The introduction substantiates the relevance of the dissertation research, reveals its scientific novelty, as well as theoretical and practical significance. Goals, tasks, hypotheses, subject and object of research are defined. The theoretical and methodological basis and empirical base of the research are described. Methodological tools, stages of the research and verification of its outcomes are described. The main provisions submitted for defense are given. A brief description of the structure of the work is provided.

In the first Chapter **"The study of time and time perspective in psychological research"**, in the first paragraph **"The study of time and time perspective in modern psychology"** presents an analysis of existing studies of time and time perspective in historical perspective. The concept, nature and types of time orientations from the position of foreign ((L.K. Frank, T. Gjesme, K. Lewin, J. Nuttin, P.G. Zimbardo, etc.) and

Russian (K.A. Abulkhanova-Slavskaya, B.G. Ananiev, T.A. Berezina, A.K. Bolotova, E.I. Golovakha, B.V. Zeigarnik, A.N. Leont'ev, M.K. Mamardashvili, T.A. Nestik, S.L. Rubinstein, etc.) psychologists are described. The main theoretical approaches to the understanding of these phenomena are analyzed.

The second paragraph **"Time perspective and personal potential in professional activity"** is devoted to the disclosure of the content of the concept of personal potential. A comprehensive analysis of research potential in personality in historical retrospect is carried out. Various approaches to understanding the content of personal potential positions of Russian (K.A. Abulkhanova, B.G. Ananiev, T.Y. Bazarov, A.A. Bodalev, L.I. Bozovich, A.A. Derkach, G.M. Zarakowski, L.A. Korastileva, A.N. Leont'ev, D.A. Leont'ev, E.J. Mandlikova, V.N. Markov, E.N. Osin, S.L. Rubinstein, V. D. Shadrikov, etc.) psychologists are analyzed. There are certain properties of personal potential, acting as a positive resource of the individual in the implementation of professional achievements. Various components of personal potential are considered.

The second Chapter is **"Procrastination and its psychological content."**

The first paragraph **"Review of studies of procrastination phenomenon in historical perspective"** is devoted to the review of existing studies of the phenomenon of procrastination in historical perspective.

The paper considers with the concept, nature and components of procrastination from the perspective of both foreign and domestic psychologists. The main theoretical approaches to the understanding of this phenomenon are analyzed ((A. Ellis & W.J. Knaus, C.H. Lay, N.A. Milgram & G. Batory, N.N. Milgram & R. Tenne, E. D. Rothblum & L. J. Solomon, P. Steel, V. V. Barabanshchikova, Y. I. Varvaricheva, E. P. Ilyin, V. S. Kovylin, etc.).

In the second paragraph **"The time mode of procrastination: types, predictors, consequences"**, a new area of study of the psychology of time is considered through the prism of an extremely relevant, but still poorly studied problem: procrastination as delaying or activities in time. The chronology of studies of the phenomenon of procrastination in retrospect in foreign and Russian psychology is presented. Various definitions of the procrastination phenomenon are given, the nature and content of the new time mode are revealed from the position of behavioral, cognitive, psychodynamic

approach and integrative theory of time motivation. The main classifications of procrastination types and procrastinators, its types and components, as well as predictors and consequences are given. On the basis of existing studies, the boundaries of procrastination and its difference from the phenomenon of laziness and perfectionism are distinguished. The author is drawing up a further perspective of the research of the phenomenon of procrastination aimed at identifying the consequences of procrastination, both in its negative impact on the activity, and its positive consequences, reflecting self-efficacy and self-realization of the subject in a competitive environment.

The third paragraph **"Procrastination and reflection"** is devoted to the disclosure of the concept of "reflection" as a subject of scientific and psychological existence. In our study, we believe that there is a relationship of reflection and procrastination, as a special way of organizing activities, as a destructive or constructive component of activity. Different views on the nature of reflection, its types, levels, modes and role in activity are considered. The problem of ambivalence of reflexive processes is raised and the ways of resolving this contradiction are given.

In the third chapter **"Empirical study of the relationship of time perspective and procrastination among employees with different job status"** in the first paragraph, the goals, objectives, hypotheses, object, subject and methods of research are defined. The paper presents and describes in detail the research procedure, its tools, as well as the content of each stage of the investigation.

The second paragraph **"Correlation analysis of the relationship between time perspective and procrastination of employees with different job status"** presents the results of correlation analysis of the relationship between time perspective, reflection and the indicator "Level of procrastination" separately within each group of respondents (table 1). The analysis was carried out using the Spearman's pair coefficient.

Table 1.   Correlation coefficients of quantitative indicators of time perspective, reflection and purpose-in-life with the indicator "Level of procrastination"

Variables	Level of procrastination		
	Students	Midl-managers	Top-managers
Negative past	0,23	**0,78****	0,08

Hedonistic present	**0,78****	**0,76****	0,23
Positive past	**- 0,42****	0,02	**- 0,40****
Fatalistic present	0,08	- 0,11	0,23
Future	- 0,23	**- 0,46****	**- 0,77****
Motivation for success	- 0,13	- 0,17	**- 0,51****
Level of reflection (raw scores)	**- 0,34****	- 0,19	**- 0,38****
Level of reflection (stens)	**- 0,35****	**- 0,29***	**- 0,46****
Purpose in life	- 0,15	**- 0,26***	**- 0,57****
Process of life	- 0,16	- 0,23	**- 0,80****
Performance of life	- 0,13	- 0,08	**- 0,75****
Locus of control-ego	0,11	**- 0,28***	**- 0,79****
Locus of control-life	- 0,11	**- 0,43****	**- 0,70****
Sense of purpose of life	0,15	- 0,19	**- 0,52****
Self-efficacy scale	**- 0,35****	**- 0,37****	**- 0,79****

Note. "*" - $p \leq 0.05$; "**" $p \leq 0.01$

Analyzing the results of this table, it can be concluded that within the group of students a statistically significant positive relationship with the indicator "Level of procrastination" is observed in the indicator "Hedonistic present" **(0.78**)**, which is the main condition for the occurrence of procrastination in this group. Statistically significant negative relationships with the indicator "Level of procrastination" correlate with the indicators "Positive past" **(-0.42**)**, "Level of reflection (law scores)" **(-0.34**)** and "Reflection level (walls)" **(-0.35 **)**, " Self-efficacy scale" **(-0.35**)**, which indicates that the stronger these indicators will be expressed, the less the respondents will show procrastination in the organization of activities.

In the middle manager group were found statistically significant positive relationships between the indicators of "negative past" **(0.78**)**, "hedonistic present" **(0.76**)**. statistically significant negative relationships are observed in the indicators "future" **(-0.46**)**, "level of reflection (stens)" **(-0.29*)**, "purpose in life" **(-0.26*)**, "locus of control – ego" **(-0.28*)**, "locus of control – life" **(-0.43**)**, "self-efficacy scale " **(-0.37**)** with the indicator "level of procrastination" which had a negative impact on the success of professional activities in the group of middle managers.

In the top manager group statistically significant positive relationships with the indicator "level of procrastination" were not revealed.

Statistically significant negative relationships with the indicator "level of procrastination" are observed with the indicators of "positive past" **(-0.40**)**, "future" **(-0.77**)**, "motivation for success" **(-0.51**)**, "level of reflection (raw scores)" **(-0.38**)**, "level of

reflection (stens)" **(-0.46**)**, "purpose in life" **(-0.57**)**, "process of life" **(-0.80*)**, "performance of life" **(-0.75**)**, "locus of control - ego" **(-0.79**)**, "locus of control - life" **(-0.70**)**, "sense of purpose in life" **(-0.52**)**, "self-efficacy scale" **(-0.79**)**, affecting reduction of procrastination in the group of top managers, and this was the reason for their successful management activities. In comparison with the group of middle managers, top managers have stronger relationships with procrastination and all of them are negative. It means that they are aimed at reducing postponement of performing any business in their professional activities. the strongest negative relationship with procrastination, reducing its manifestation, in the group of top managers is observed in indicators of "positive past", "future", "motivation for success", "level of reflection", "purpose in life", "process of life", "performance of life", "locus of control - ego", "locus of control - life", and "sense of purpose in life".

In the third paragraph **"Analysis of the relationship between the time perspective and procrastination of employees with different official status"** for the target indicator "level of procrastination" with the help of regression analysis methods, models describing its changes depending on the set of input factors for each group of respondents were constructed. Quantitative indicators of time perspective, reflection and purpose-in-life were used as input factors. Models were constructed by methods of step regression with the implementation of inclusion algorithm. Statistical significance of regression model parameters was determined by Student's criterion. The statistical significance of the whole model was determined by Fisher's criterion.

Table 2 shows the indicators included in the final model of the indicator "Level of procrastination" in a group of students, their parameter estimates and P-values.
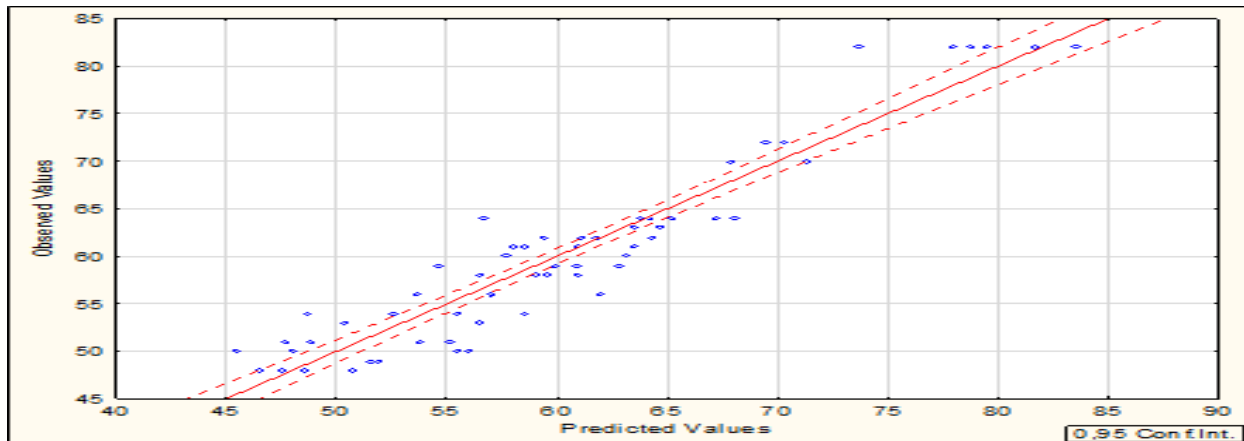
Table 2. Regression analysis results in a student group

Regressors	Standardized coefficient	Regression coefficient	Student's t	p
Constant		64,87	8,9990	<0,0001
Hedonistic present	0,43	0,51	**7,6408**	<0,0001
Fatalistic present	0,11	0,23	2,4482	0,0176

In the student group the indicators "Hedonistic present" and "Fatalistic present" were included as regressors in the final model. All regressors were statistically significant. The whole model together describes more than 89% of the variation of the original feature.

A regressor "Hedonistic present" has the greatest influence on the target indicator "Level of procrastination". Then "Fatalistic present" has the next power of impact on the response.

Picture 1 shows the relationship between the observed response values from the predicted and the confidence interval of the regression line.

Picture 1. Regression line in a student group

The analysis of the graph leads to the conclusion that there are no significant deviations (emissions) in the initial data.

Table 3 for the group of middle managers shows the indicators included in the final model of the indicator "level of procrastination", evaluation of parameters and their P-values.
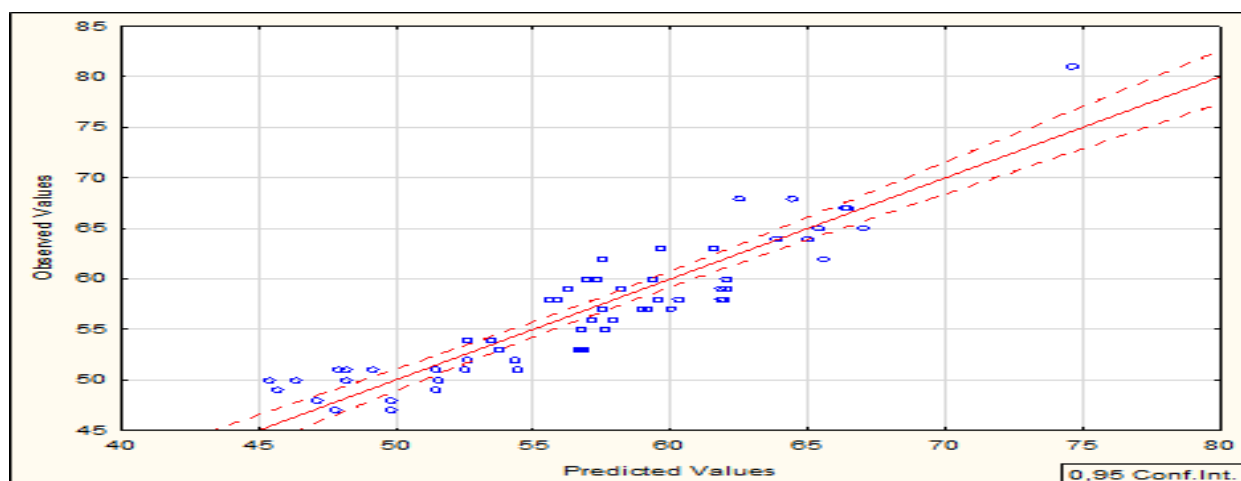
Table 3. Regression analysis results for top and middle managers groups

Regressors	Standardized coefficient	Regression coefficient	Student's t	p
Constant		67,46	15,5104	<0,0001
Negative past	0,48	0,63	**7,4726**	<0,0001
Hedonistic present	0,32	2,04	**5,1376**	<0,0001

In the middle manager group, indicators "hedonistic present" and "negative past" were included as regressors in the final model. All regressors were statistically significant. The whole model together describes more than 84% of the variation of the original feature.

A regressor "negative past" has the greatest impact on the target indicator "level of procrastination". Further "hedonistic present" has the next power of response.

Picture 2 shows the relationship between the observed response values from the predicted and the confidence interval of the regression line.

Picture 2. The regression line for the top and middle manager groups

The analysis of the graph leads to the conclusion that there are no significant deviations (emissions) in the initial data.

Table 4 for the group of top managers shows the indicators included in the final model of the indicator "level of procrastination", parameter estimates and their P-values.

Table 4. Regression analysis results for a top manager group

Regressors	Standardized coefficient	Regression coefficient	Student's t	p
Constant		103,08	38,9580	<0,0001
Purpose in life	-0,46	-0,61	**-6,5735**	<0,0001
Process of life	-0,34	-0,46	-4,9861	<0,0001
Locus of control-ego	-0,18	-0,28	-2,4707	0,0166

As it can be seen from table 4, indicators "purpose in life", "process of life", "locus of control - ego" were included in the group of top managers in the final model as regressors. It determines the orientation of top managers on career achievements. All regressors were statistically significant. The whole model together describes more than 86% of the variation of the original feature.

A regressor "purpose in life" has the greatest influence on the target indicator "level of procrastination". Then the power of the impact on the response are followed by "process of life" and "locus of control - ego".

Picture 3 shows the relationship between the observed response values from the predicted and the confidence interval of the regression line.
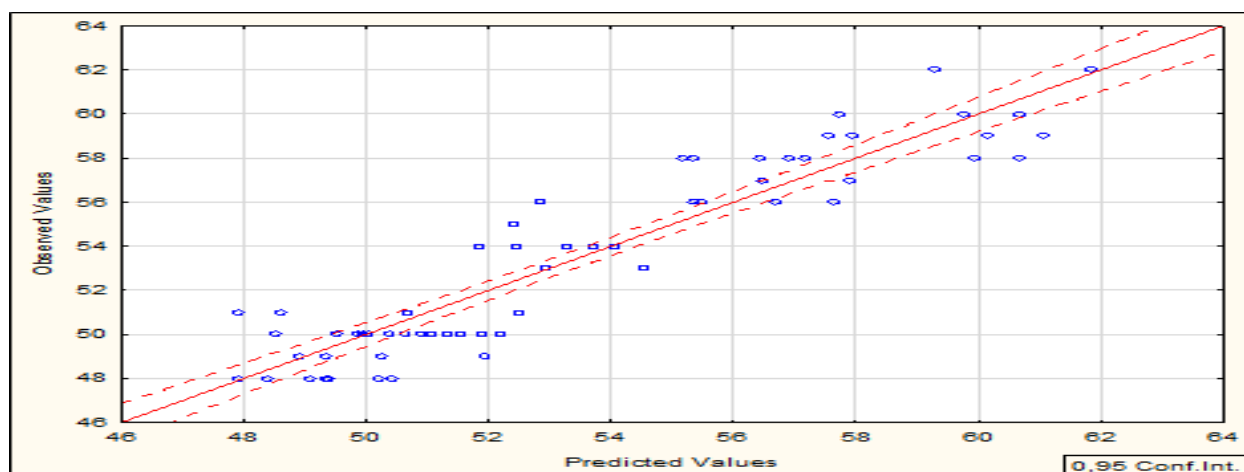
Picture 3. Regression line in the top manager group

The analysis of the graph leads to the conclusion that there are no significant deviations (emissions) in the initial data.

Further, the relationship of time perspective, procrastination, reflection and purpose-in-life with different status groups was analyzed by constructing conjugation tables and calculating Kendall rank correlation coefficient. In our study, we consider status as an ordinal variable because it reflects the career development of an employee. As a result of the analysis of the relationship it was possible to establish:

1. There were found strong positive relationships of self-efficacy, motivation to achieve success, reflection, purpose in life, process of life, performance of life, locus of control-ego, locus of control-life, sense of purpose of life and orientation to the future time perspective with the status. Hence it can be concluded that the increase in status will be linked to the increase in these indicators.

2. A strong negative relationship between fatalistic and hedonistic present and status has been found, indicating that reduction of these indicators has led to an increase in status.

3. A weak negative relationship of procrastination and a weak positive relationship of orientation on the time perspective of the negative past with the status were revealed, which may indicate that these indicators have a low impact on the change of status.

In the fourth paragraph **"Statistical analysis of differences of time perspective, procrastination and purpose-in-life of the employees with different job status"** presents the results of statistical analysis of differences between respondents of groups with different job status. Verification of differences between the groups on quantitative

indicators of time perspective, procrastination, reflection and purpose-in-life was carried out using the Kruskall-Wallis criterion (table 5).

Table 5. Analysis of statistical significance of differences in quantitative indicators of time perspective, procrastination, reflection and purpose-in-life for all groups of respondents

Variables	M ± S Students (N=60)	M ± S Midl (N=60)	M ± S Top (N=60)	p (df=2)
Procrastination value	**60,1 ± 9,6**	57,2 ± 7,2	**53,4 ± 4,3**	<0,0001
Motivation for success	**11,2 ± 2,0**	13,3 ± 1,7	**18,2 ± 1,4**	<0,0001
Self-efficacy scale	26,4 ± 1,5	30,1 ± 2,1	**37,4 ± 1,6**	<0,0001
Negative past	16,9 ± 4,2	20,2 ± 5,0	**19,5 ± 3,2**	0,0001
Hedonistic present	58,0 ± 8,0	40,7 ± 8,7	**23,6 ± 6,8**	<0,0001
Positive past	36,5 ± 10,0	21,5 ± 5,2	**36,0 ± 8,5**	<0,0001
Fatalistic present	30,8 ± 4,6	25,6 ± 5,5	**22,6 ± 4,1**	<0,0001
Future	31,4 ± 8,4	21,9 ± 5,8	**59,2 ± 11,0**	<0,0001
Level of reflection (raw scores)	110,4 ± 2,8	123,9 ± 5,5	**161,5 ± 7,5**	<0,0001
Level of reflection (stens)	3,0 ± 0,6	4,9 ± 0,7	**8,8 ± 0,7**	<0,0001
Purpose in life	29,3 ± 2,5	30,0 ± 2,1	**35,3 ± 3,2**	<0,0001
Process of life	26,8 ± 2,7	27,7 ± 2,3	**34,4 ± 3,2**	<0,0001
Performance of life	23,1 ± 2,8	24,1 ± 3,6	**28,4 ± 3,3**	<0,0001
Locus of control-ego	20,6 ± 4,3	21,2 ± 4,0	**24,6 ± 2,7**	<0,0001
Locus of control-life	27,0 ± 2,2	29,3 ± 2,2	**32,7 ± 2,0**	<0,0001
Sense of purpose of life	126,2 ± 6,0	131,8 ± 6,7	**155,2 ± 5,6**	<0,0001

The results of statistical analysis of differences between the respondents from groups with different job status showed that statistically significant differences are observed in all the selected indicators. In the group of top managers, the lowest level of procrastination (**53,4**) and the highest indicators of motivation for success (**18,2**), self - efficacy (**37,4**), level of reflection (raw scores) (**161,5**), sense of purpose in life (**155,2**), purpose in life (**35,3**), process of life (**34,4**), performance of life (**28,4**), locus of control - ego (**24,6**) and locus of control-life (**32,7**), as well as orientation on the future time perspective (**59,2**) were revealed.

In the group of middle managers, it was found that these respondents are highly focused on the time perspectives of "Negative past" (**20.2**) and "Hedonistic present" (**40.7**). At the same time, "Negative past" in the group of middle managers is more pronounced than in the group of top managers and students, which can explain the lag and stagnation in this group, becoming a significant barrier to successful professional activity.

The fifth paragraph **"Univariate variance analysis of ANOVA differences and a posteriori analysis of time perspective, procrastination, purpose-in-life and reflection of employees with different job status"**. This analysis was made to see how different employees with different job status on the selected indicators.

As a result of univariate analysis of variance, we were able to make sure that students, middle managers and top managers are statistically significantly different in all the selected indicators. The aposteriori analysis made it possible to clarify this difference, revealing which groups are significantly different from each other. As a result, we were able to establish that top managers are statistically significantly different from the group of students and middle managers in such indicators as "procrastination", "hedonistic" and "fatalistic present", "future", "motivation for success", "reflection", "purpose in life", "process of life", "performance of life", "locus of control - ego", "locus of control - life", "sense of purpose of life " and "self-efficacy".

The sixth paragraph **"Factor and cluster analysis of the relationship of time perspective and procrastination of employees with different job status".** Presented factor analysis allows to generalize the results of the measurements and to provide the independent components of time perspective. The procedure of factor analysis was carried out according to the algorithm of the principal component method, followed by the rotation of the selected factors according to Varimax algorithm. Factors that corresponded to eigenvalues of at least 1.0 were singled out; the percentage of the explained total variance was monitored to be about 60%. For the analysis were taken only scales of techniques, Sense of purpose of life was not considered. Factor analysis was carried out within each status group.

As a result of the analysis, four latent factors (four components of the time perspective) were identified in each case. Table 6 presents a matrix of factor loads for a group of students after the rotation procedure.

Table 6. Factor loads in a student group

Variables	Factor 1	Factor 2	Factor 3	Factor 4
Negative past	0,15	**-0,71**	0,13	0,06
Hedonistic present	0,07	-0,24	**-0,54**	-0,41
Positive past	0,21	-0,19	0,11	**0,78**

Fatalistic present	-0,11	**-0,36**	**-0,42**	0,13
Future	-0,06	**0,46**	0,05	0,37
Motivation for success	0,13	0,05	**0,45**	-0,07
Level of reflection (raw scores)	-0,16	0,28	-0,22	**0,72**
Purpose in life	**0,40**	**0,63**	0,22	0,13
Process of life	0,32	**0,52**	0,05	-0,01
Performance of life	**0,42**	0,07	**0,50**	0,22
Locus of control-ego	**0,91**	0,04	-0,05	0,10
Locus of control-life	-0,07	-0,06	0,84	-0,09
Sense of purpose of life	**0,93**	0,02	0,03	-0,07
The percentage of explained dispersion	0,17	0,13	0,13	0,12

The results of the factor analysis (table 6) show that the four selected factors account for 55% of the total variance, and therefore it can be concluded that the analysis was successful. Factor 1 includes only the scales of the purpose-in-life test: "purpose in life" (**0.40**), "performance of life" (**0.42**), "locus of control – ego" (**0.91**) and "sense of purpose of life" (**0.93**), which allows us to determine this factor as a factor of purpose-in-life (factor of life orientations).

Factor 2 is determined by indicators "negative past" (**-0.71**), "fatalistic present" (**-0.36**), "future" (**0.46**), "purpose in life" (**0.63**) and "process of life" (**0.52**). Respondents with high values for this factor positively assess their past and future, consider themselves masters of the present, perceive the process of life as interesting, emotionally rich and full of meaning, while they are having clear goals in life. This factor also characterizes a strong focus on the present.

Factor 3 is determined by indicators of "hedonistic present" (**-0.54**), "fatalistic present" (**-0.42**), "motivation for success" (**0.45**) and "performance of life" (**0.50**). Respondents with high values for this factor reside on the eudemonistic position, evaluate their present as the result of their own efforts, consider the past productive and meaningful as well as aimed at achieving success. Thus, this factor can be called as a factor of achieving the goals in the future.

Factor 4 is determined by indicators "positive past" (**0.78**), "level of reflection (raw scores)" (**0.72**). Respondents with high values for this factor positively assess their past and, before acting, internally review all hypotheses, discarding those that seem unlikely to them, make decisions deliberately, carefully, taking into account various options for

solving the problem. Thus, this factor can be characterized as a focus on the meaning of the past.

The obtained factors can give an idea of the components of the time perspective of students, but do not allow us to allocate some different types of respondents. So to highlight the types of students on the perception of the time perspective cluster analysis by k-average method was applied k-average method. The results of the analysis are shown in table 7 and picture 4.

Table 7. Average values of factors by clusters for a student group

|	**Cluster 1**	**Cluster 2**	**Cluster 3**
Factor 1	1,16	-0,44	-0,40
Factor 2	-0,29	-0,37	0,67
Factor 3	0,50	-0,82	0,58
Factor 4	0,46	0,14	-0,54
Number	16	24	20
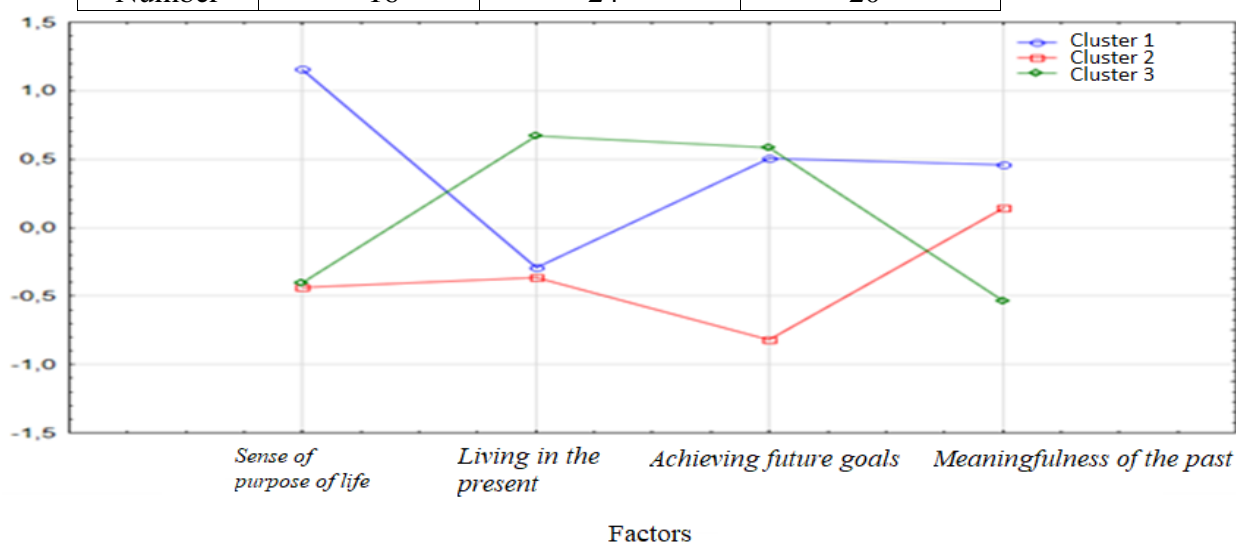
Picture 4. Cluster analysis in the student group

The results of cluster analysis in the student group indicate that the first cluster includes students who have a high sense of purpose of life, aimed at the future, having and achieving goals, but not interested in the present, considering the present as an intermediate stage that must be overcome on the way to the future. This type can be called looking to the future. It can also be assumed that respondents of this type will not have a high level of procrastination. Respondents from cluster 3 do not pay attention to the past, do not tend to reflect, they live here and now, without thinking and trying to get everything out of life, but they have plans to the future and expect from the future to

achieve their goals. Since these respondents fully live in the present, it is likely that they will be characterized by procrastination. Respondents from cluster 2 are characterized by the lowest sense of purpose of life, do not live in the present and do not have goals in the future; they are aimed at avoiding failures, cling to the past. It can be assumed that the lack of achievement motivation and disengagement from the present may contribute to more severe procrastination.

To test the hypothesis of the relationship between the types of perception of the time perspective and the level of procrastination, a one-factor analysis of variance was carried out, the results of which show that respondents with different types of perception of the time perspective differ in the severity of procrastination $(F(2, 57)=3.49; p=0.0372;$ picture 5). Duncan's a posteriori criterion showed that only cluster 2 significantly differs from cluster 1 $(p=0.0492)$ and cluster 3 $(p=0.0339)$. Clusters 1 and 3 do not differ in the level of procrastination $(p=0.7869)$.
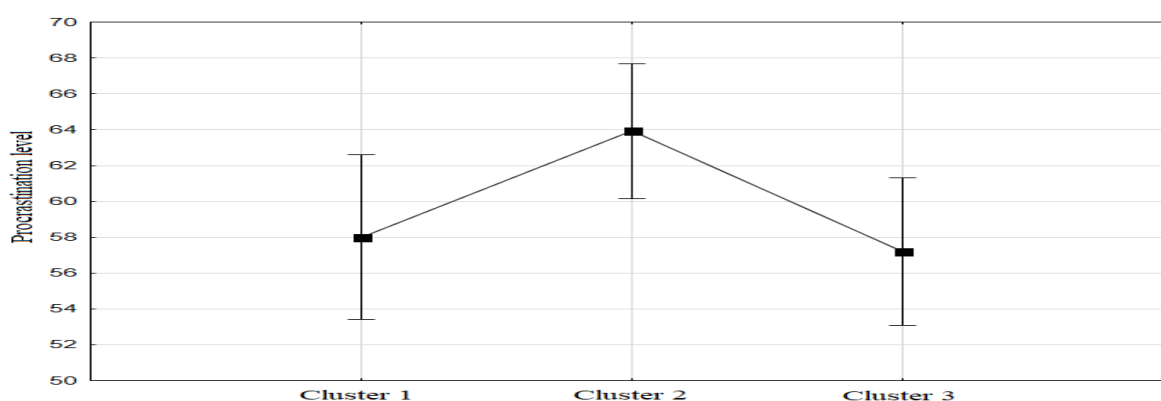
Picture 5. Comparison of different types of time perspective perception on the level of procrastination in a student group

Thus, the hypothesis of the connection between the time perspective and the level of procrastination was confirmed. Among students, representatives of this type of perception of the time perspective are more prone to procrastination, which is characterized by low sense of purpose of life, lack of goals in the future, focus on avoiding failures and fixation on the past.

Now we are turning to the analysis of the group of middle managers. Table 8 presents a matrix of factor loads for the group of middle managers after the rotation procedure. The selected latent factors together determine more than 60% of the variation of the initial set

of indicators. The analysis of the results shows that the selected components of the time perspective in the group of middle managers are different from those that were identified in the group of students.

Table 8. Factor loadings for the top and middle manager groups

Variables	Factor 1 1	Factor 1 2	Factor 3	Factor 1 4
Negative past	-0,20	0,01	**-0,85**	0,08
Hedonistic present	0,12	-0,05	-0,22	**0,74**
Positive past	-0,23	**-0,65**	0,07	0,29
Fatalistic present	-0,22	-0,35	**-0,80**	0,01
Future	0,02	0,13	0,52	**0,63**
Motivation for success	0,01	0,33	**0,42**	**-0,44**
Level of reflection (raw scores)	0,14	-0,17	**0,64**	0,04
Purpose in life	0,35	**0,71**	0,16	-0,10
Process of life	**0,66**	-0,28	-0,07	-0,14
Performance of life	**0,73**	0,22	0,11	-0,12
Locus of control-ego	**0,76**	0,08	0,27	0,20
Locus of control-life	-0,20	**0,80**	0,13	0,20
Sense of purpose of life	**0,82**	0,06	0,26	0,10
The percentage of explained dispersion	0,20	0,15	0,19	0,10

In factor 1, as in group of students includes only indicators of the purpose-in-life test: "process of life" (**0,66**), "performance of life" (**0,73**), "locus of control – ego" (**0,76**) and "sense of purpose of life" (**0,82**), which allows us to identify this factor as a factor of the purpose-in-life (the factor of life-meaningful orientations).

Factor 2 is determined by indicators of "positive past" (**-0.65**), "purpose in life" (**0.71**) and "locus of control – life" (**0.80**). Respondents with high values for this factor negatively assess their past, but they are convinced that a person is granted control over his or her life, freely makes decisions and implements them. They have clear goals in life, which characterizes this factor as a factor of departure from the past.

Factor 3 is determined by indicators of "negative past" (**-0.85**), "fatalistic present" (**-0.80**), "motivation for success" (**0.42**) and "level of reflection (raw scores)" (**0.64**). Respondents with high values for this factor consider the past full of difficulties, but at the same time productive and meaningful. They evaluate their present as the result of their own efforts, aimed at achieving success and they are prone to reflection. Thus, this factor can be called a factor of focus on the future.

Factor 4 is determined by the indicators "hedonistic present" (0.64), "future" (0.63) and "motivation for success " (**-0.44**). Respondents with high values for this factor perceive the process of life as interesting, emotionally rich and full of meaning, stick to a hedonistic position, trying to get as much pleasure from life as possible. They are optimistic about the future, but tend to avoid failures. Thus, this factor can be characterized as living in the present.

Similar to the analysis of the previous group, we have distinguished the types of respondents from the middle manager group on the components of the time perspective using cluster analysis by k-average method. The results of the analysis are shown in table 9 and picture 6.

Table 9. Average values of factors by clusters for the middle manager group

|	Cluster 1	Cluster 2	Cluster 3
Factor 1	-0,36	1,07	-0,80
Factor 2	-0,38	0,35	0,01
Factor 3	0,42	0,03	-0,47
Factor 4	0,99	-0,23	-0,79
Number	20	21	19
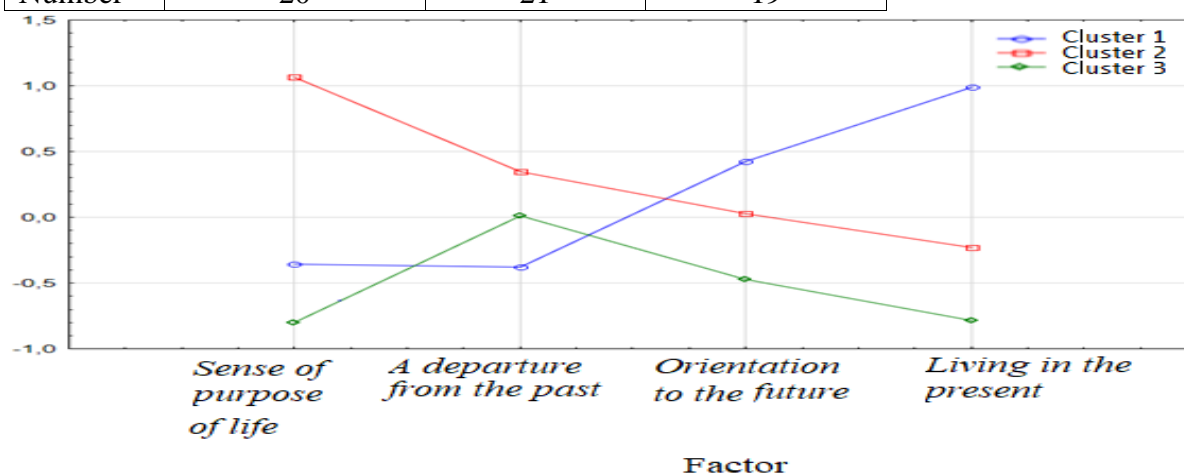
Picture 6. Cluster analysis in the top and middle manager groups

As you can see in picture 6, respondents from cluster 1 do not pay attention to the past, do not tend to reflect, they live here and now, without thinking and trying to get everything out of life, but they also have plans for the future. This type is similar to cluster type 3 of a student group. Since these respondents live fully in the present, it is likely that they will also be characterized by a high level of procrastination. The second cluster

includes respondents with a high sense of purpose of life in general, trying to get away from their past and having an average focus on the future. This type can be called having a meaning of life. Respondents from cluster 3 have the lowest sense of life at all, do not live in the present and do not have goals in the future. The most pronounced component of their time perspective is departure from the past. It can be assumed that the lack of achievement motivation and disengagement from the present may contribute to more severe procrastination from the respondents of cluster 3 and hinder their professional success.

To test the hypothesis of the relationship between the types of perception of the time perspective and the level of procrastination, a one-factor analysis of variance was also conducted. whose Its results show that respondents with different types of perception of the time perspective differ in the severity of procrastination ($F(2, 57)=11,11$, $p<0,0001$; picture 7). Duncan's a posteriori criterion showed that only cluster 3 significantly differs from cluster 1 ($p=0.0002$) and cluster 2 ($p=0.0002$). Clusters 1 and 2 do not differ in the level of procrastination ($p=0.9087$).
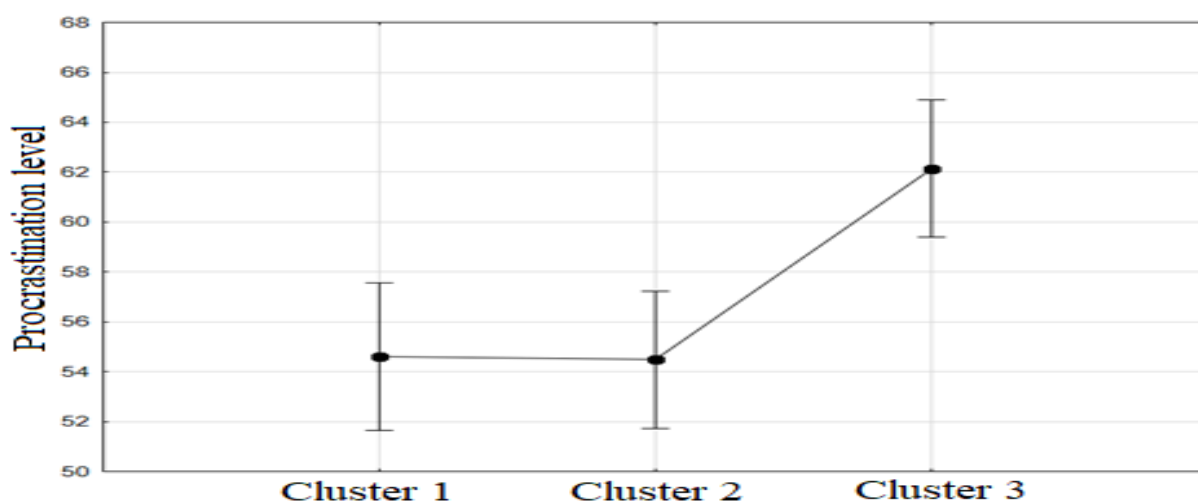
Picture 7. Comparison of different types of time perspective perception on the level of procrastination in the middle manager group

Thus, the hypothesis of the connection between the time perspective and the level of procrastination was confirmed in the middle manager group.

In this group representatives of this type of perception of the time perspective are more prone to procrastination. It is characterized by low sense of purpose of life, lack of goals in the future and dissatisfaction with their past.

Now we are turning to the analysis of the top manager group. Table 10 presents a matrix of factor loads for a top manager group after the rotation procedure. The selected latent factors together determine more than 70% of the variation of the initial set of indicators. This suggests that with age the structure of the time perspective is simplified., In principle, it was possible to limit the allocation of only 3 factors. The analysis of the results shows that the selected components of the time perspective in the top manager group are different from those that were identified in the student and in the middle manager groups

Table 10. Factor loads for a top manager group

Variables	Factor 1	Factor 2	Factor 3	Factor 4
Negative past	-0,02	**-0,79**	-0,04	0,18
Hedonistic present	-0,05	-0,19	**-0,79**	0,01
Positive past	0,30	**0,73**	0,13	0,25
Fatalistic present	-0,20	0,01	-0,06	**0,86**
Future	**0,84**	0,25	0,09	0,02
Motivation for success	**0,52**	-0,17	**0,49**	-0,18
Level of reflection (raw scores)	**0,40**	-0,30	0,28	**0,38**
Purpose in life	**0,91**	0,13	0,25	-0,10
Process of life	**0,76**	0,07	-0,34	0,18
Performance of life	**0,91**	0,06	0,16	-0,07
Locus of control-ego	**0,81**	-0,04	-0,17	-0,19
Locus of control-life	**0,71**	0,00	0,33	0,01
Sense of purpose of life	**0,88**	-0,02	0,03	-0,09
The percentage of explained dispersion	0,42	0,11	0,10	0,09

Factor 1 includes all scales of the purpose-in-life test, as well as level of reflection (raw scores) (**0.40**), motivation for success (**0.52**) and a positive assessment of the future (**0.84**), which allows us to determine this factor as a factor of focus in the future. It is obvious that life orientations are interconnected among the representatives of the top manager group with reflection, with the focus on achieving success, and with the perception of the future, which was not observed in the previous two groups. This served as the basis for their successful professional activities.

Factor 2 is determined by indicators of "negative past" (-**0.79**) and "positive past" (**0.73**), which characterizes it as a factor of orientation on the past.

Factor 3 is determined by indicators of "hedonistic present" (-**0.79**) and "motivation for success " (**0.49**). Respondents with high values for this factor are aimed at achieving

success and tend to eudemonistic perception of the present. Thus, this factor can be called as a factor of meaningfulness of the present.

Factor 4 is determined by indicators of "fatalistic present" (**0.64**) and "level of reflection (raw scores)" (**0.38**). Respondents with high values for this factor tend to fatalistic perception of the present and reflection, practicing a philosophical view of the world. Thus, this factor can be characterized as a factor of obedience to fate.

Similar to the analysis of the previous groups, we have distinguished the types of respondents from the top manager group on the components of the time perspective applying cluster analysis by k-average method. The results of the analysis are shown in table 11 and picture 8.

**Table 11. Average values of factors by clusters for a top manager group**

	Cluster 1	**Cluster 2**	**Cluster 3**
Factor 1	-0,36	1,07	-0,80
Factor 2	-0,38	0,35	0,01
Factor 3	0,42	0,03	-0,47
Factor 4	0,99	-0,23	-0,79
Number	20	21	19
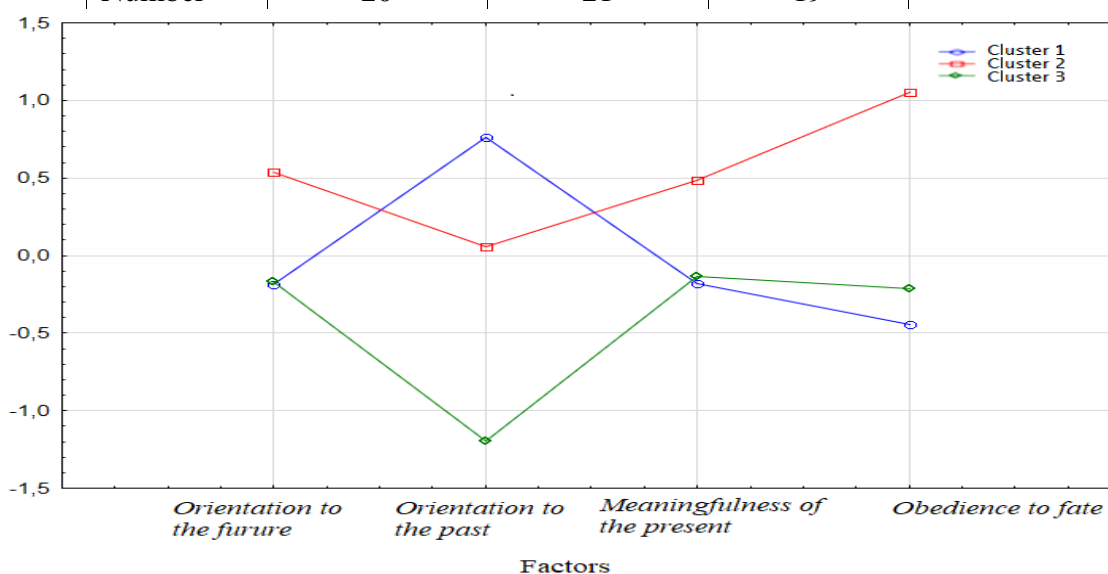
Picture 8. Cluster analysis in the group of top manager group

As it can be seen from picture 8, respondents from cluster 1 are characterized mainly by a focus on the past. The second cluster included respondents with a fatalistic view of the world. Respondents from cluster 3 are more focused on the present and the future, they are not interested in the past.

To test the hypothesis of the relationship between the types of perception of the time perspective and the level of procrastination in this case a one-factor analysis of variance was carried out. Its results show that respondents with different types of perception of the time perspective differ in the severity of procrastination ($F_{(2, 57)}=3.45$, $p=0.0384$; picture 9). Duncan's a posteriori criterion showed that only clusters 2 and 3 differ significantly ($p=0.0091$).
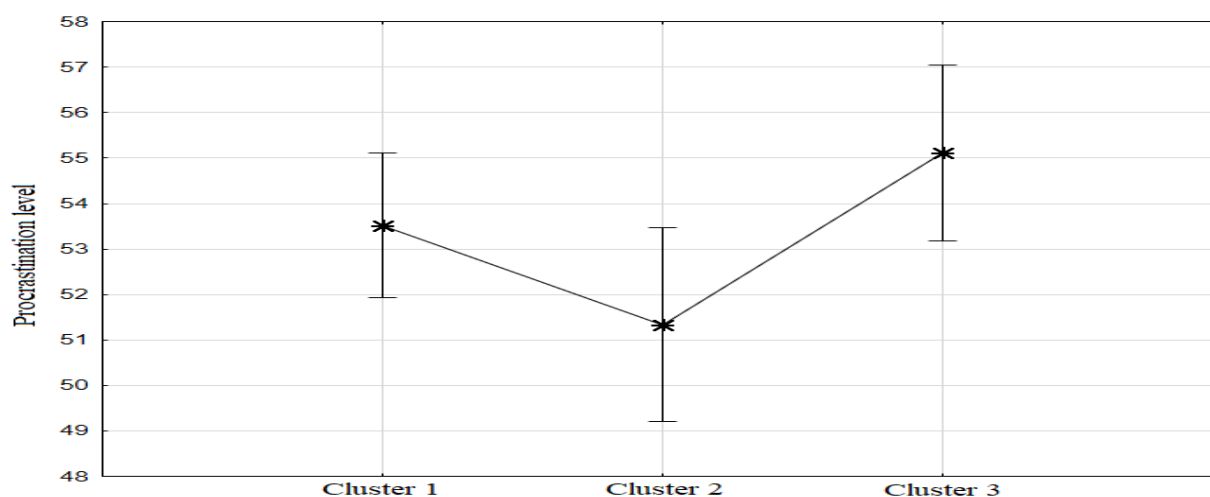

Picture 9. Comparison of different types of time perspective perception on the level of procrastination in the top manager group

Thus, the hypothesis of the connection between the time perspective and the level of procrastination was confirmed in the top manager group. In this group representatives of this type of perception of the time perspective are more prone to procrastination, which is characterized by high obedience to fate.

Therefore, the analysis of the data showed that students, middle and top managers differ in the components of perception of the time perspective, and in the group of students the structure of perception of the time perspective is the most complex and heterogeneous, and in the group of top managers – simplest and integral. The hypothesis of connection between the time perspective and the level of procrastination was confirmed. It was established that different types of people tend to procrastinate in different groups. In the group of students there are representatives of the type of perception of the time perspective, which is characterized by low sense of purpose of life, lack of goals in the future, focus on avoiding failures and obsession with the past. In the group of middle managers there are representatives of the type of perception of the time perspective, which

is characterized by low sense of purpose of life, lack of goals in the future and dissatisfaction with their past. In the group of top managers there are representatives of the type of perception of the time perspective, which is characterized by high obedience to fate.

In the seventh paragraph **"Modeling successful professional activity"** there was built a decision tree (picture 10) to determine the laws that affect the probability of promotion to the position of a top manager, [Levitin, 2006. — P. 409-417].
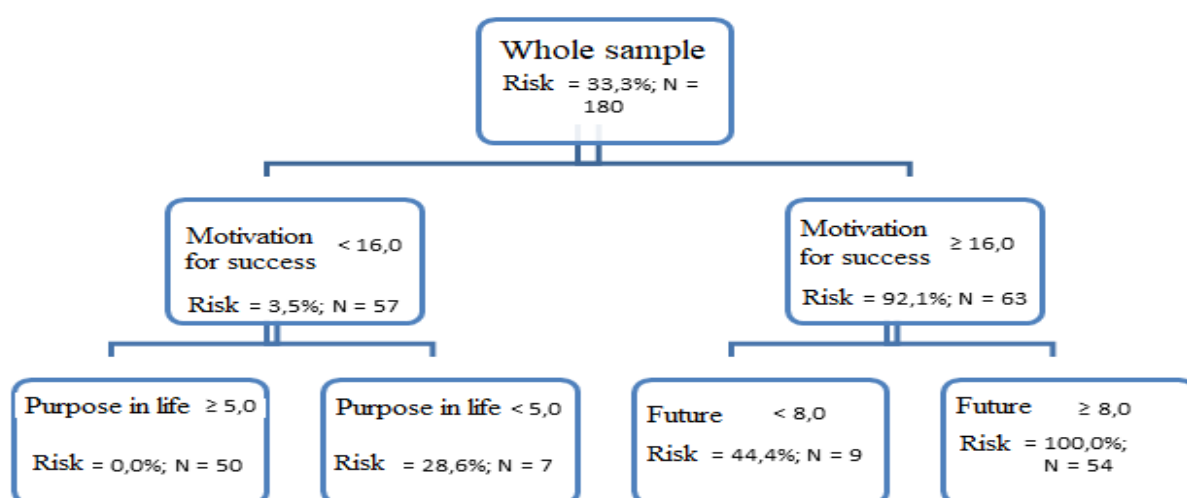
Picture 10. Modeling successful professional activity

It was found that the success of management and the probability of obtaining the position of a top manager is mainly influenced by indicators "motivation for success", "purpose in life" and "future". The rules for dividing the source data into subgroups according to the regression tree are given in table 12.

Table 12. Rules for splitting source data into subgroups according to the decision tree

The rule of splitting the original data	Group scope	The probability of a status of top-manager	The probability of a status of middle-manager
Motivation for success >= 16 & Purpose in life >= 8	54	100,0%	0,0%

Motivation for success >= 16 & Purpose in life < 8	9	44,4%	55,6%
Motivation for success < 16 & Future < 5	7	28,6%	71,4%
Motivation for success < 16 & Future >= 5	50	0,0%	100,0%

The material of the study shows that the probability of obtaining the position of a top manager is mainly influenced by indicators of "motivation for success", "purpose in life" and "future". The data obtained as a result of the construction of the classification tree, allow us to predict that the probability of increasing the level of professional achievements affect the high rates of motivation for success, goal-setting, as well as focus on the time perspective of the future. The results of the decision tree are confirmed by the results obtained in the group of successful top managers. Therefore, we can conclude that in this group these indicators have become the main conditions for successful professional activity.

In the **Findings** of the thesis the obtained results are summarized and are formulated:

• The basis of successful management activity is the relationship of time perspective, meaningfulness of life (goals, process, result), high motivation for success, self-efficacy, reflexivity and readiness for goal setting in the organization of activities, which was found in the group of top managers.

• Procrastination can be seen as a constructive or destructive way of organizing activities, contributing to or hindering professional and personal achievements.

• The condition of successful management activity in the group of top managers is the orientation of the time perspective on the future, low orientation on the hedonistic present and negative past, as well as a low level of procrastination, highly developed reflection and life orientations. Consequently, a time perspective of the future, a high level of reflection and purpose-in-life, as well as a low level of procrastination can contribute to the high achievement of personality and its success.

• Some lagging and stagnation in the middle management group is associated with a high level of destructive procrastination, a focus on the time prospects of the negative past and hedonistic present, as well as the lack of a pronounced time perspective of the

future. A significant barrier in the activities of middle managers is a low level of reflection, self-efficacy and motivation to succeed.

In the course of the statistical analysis of the data, the results of surveys of 180 people selected from three professional groups: students, middle and top managers, - were considered.

The results of statistical analysis of the differences between respondents with different official status showed that statistically significant differences are observed in terms of "level of procrastination", "motivation for success", "self-efficacy scale", "negative past", "hedonistic present", "positive past", "fatalistic present", "future", "level of reflection", "purpose in life", "process of life", "performance of life", "locus of control-ego", "locus of control-life", "sense of purpose of life ".

Correlation analysis of the relationship of quantitative indicators with the indicator "level of procrastination" separately within each professional group showed that within the status group of students statistically significant positive relationship with the indicator "level of procrastination" is observed in the indicator "hedonistic present". Statistically significant negative relationships with the indicator "level of procrastination" are observed in the indicators "positive past", "level of reflection", "self-efficacy scale".

Within in the middle manager group statistically significant positive relationships with the indicator "level of procrastination" are observed in the indicators "negative past" and "hedonistic present". Statistically significant negative relationships with the indicator "level of procrastination" are observed in the indicators: "future", "level of reflection", "performance of life", "locus of control - ego", "sense of purpose of life".

Within the top manager group statistically significant positive relationships with the indicator "level of procrastination" were not found. Statistically significant negative relationships with the indicator "level of procrastination" are observed in the indicators "positive past", "future", "motivation for success ", " level of reflection", "purpose in life", "process of life", "performance of life", "locus of control - ego", "locus of control - life", "sense of purpose of life", "self-efficacy scale".

For the target indicator "level of procrastination" by regression analysis methods for each group models describing its changes depending on the set of input factors were constructed.

For the student group, indicators "hedonistic present" and "fatalistic present" were included as regressors in the final model. The whole model together describes more than 89% of the variation of the original feature.

For the middle manager group "negative past" and "hedonistic present" indicators were included as regressors in the final model. The whole model together describes more than 84% of the variation of the original feature.

For the top manager group in the final model as regressors indicators "purpose in life", "process of life", the "locus of control - ego" were included. The whole model together describes more than 86% of the variation of the original feature.

To analyze the hidden relationships between the features we have performed a factor analysis for all quantitative indicators within each status group separately. Cluster analysis using the k-average method was implemented to identify the types of employees according to the perception of the time perspective. As a result of the analysis, four latent factors (four components of the time perspective) were identified in each case. The results of the factor analysis allowed us to establish that employees with different job status differ in the components of perception of the time perspective. In the student group the structure of perception of the time perspective is the most complex and heterogeneous. In the top manager group it is simplest and integral. The hypothesis about relationship between the time perspective and the level of procrastination was confirmed. It was proved that different types of people tend to procrastinate in different groups. The results of the cluster analysis showed that in the student group there are representatives that are most prone to procrastination. They are characterized by low meaningfulness of life, lack of goals in the future, focus on avoiding failures and fixation on the past. In the middle manager group there are representatives with such type of the time perspective perception, which is characterized by low meaningfulness of life, lack of goals in the future and dissatisfaction with their past. In the top manager group, there are representatives with such type of the time perspective perception, which is characterized by high obedience to fate.

The results of the analysis of the relationship between time perspective, procrastination, purpose-in-life, motivation for success, reflection and self-efficacy with different statuses by constructing the conjugation tables and calculating the Kendall rank correlation coefficient allowed to install:

1. In our study, we found strong positive relationships of self-efficacy, motivation to achieve success, reflection, purpose in life, the process of life, performance of life, locus of control-ego, locus of control-life, sense of purpose of life and orientation to the time perspective of the future with the status. Thus, it can be concluded that the increase in the status will be associated with an increase in these indicators.

2. A strong negative relationship between the fatalistic and hedonistic present, as well as the positive past, and status has been identified, indicating that a decline in these indicators has led to a steady rise in status.

3. A weak negative relationship of procrastination and a weak positive relationship of orientation on the time perspective of the negative past with the status were revealed, which may indicate that these indicators have a low impact on the change of status.

Next, we conducted a one-factor analysis of variance differences ANOVA and a posteriori analysis of the parameters of time perspective, procrastination, life orientations, motivation for success, self-efficacy and reflection in groups with different job status. This analysis was made to see how different employees with different job status relate to the selected indicators.

As a result of univariate analysis of variance, we were able to make sure that students, middle managers and top managers are statistically significantly different in all the selected indicators. The a posteriori analysis made it possible to clarify this difference, revealing which groups are significantly different from each other. As a result, we were able to establish that top managers are statistically significantly different from the student and middle manager groups in such indicators as "procrastination", "hedonistic" and "fatalistic present", "future", "motivation for success", "reflection", "purpose in life", "process of life", "performance of life", "locus of control-ego", "locus of control-life", " sense of purpose of life " and "self-efficacy".

The decision tree was modeled to determine the regularities that affect the probability of promotion to the top manager position. It was found that the probability of promotion to the top manager position is mainly influenced by indicators "motivation for success", "purpose in life", "future". The rules of splitting the source data into subgroups according to the constructed regression tree were formulated.

GENERAL CONCLUSIONS OF THE RESULTS OF THE STUDY

1. The study of the time perspective and procrastination suggests that time is one of the important reserves of organizing human activity. Mastering time ideas and orientation on time perspective of the future and the positive past together with high motivation on achievement of success, reflexivity, self-efficacy and life orientations are an essential component of successful activity and professional self-improvement of the personality.

2. Our research has shown that procrastination and the direction of the time perspective are interrelated. Success in professional activity depends on constructive procrastination, purpose-in-life, reflection and time relations of a person.

3. The results of the study found a connection between procrastination and the time perspective of the individual, which can act as a way of organizing activities. The ability to organize time determines the success in professional activity, which was found by comparing the indicators of time perspective and procrastination in the top and middle manager groups. The success of management activities in the top manager group was due to the focus on the future (59.2), high level of reflection (161.5) and life orientations: purpose in life (35.3), process of life (34.4), performance of life (28.4), locus of control – ego (24.6), locus of control – life (32.7) and sense of purpose of life (155.2), as well as a low level of procrastination (53.4).

4. In our study, among successful top managers, there was a significant increase in cases of constructive procrastination compared to middle managers. We believe that this may be due to the experience of organizational management, when the most important production tasks required immediate solution, and all the others were delegated and went into the sphere of procrastination. This type of leadership is consistent with rational time

management and Paretto principle 20/80. Our study suggests that the time perspective of the individual and its time orientations are interrelated with the processes of procrastination and can be considered not only as negative but also as positive consequences.

5. The paper proposes a set of techniques for the diagnosis, selection of employees and forecasting the success of the activity. The success of management activities is due to the direction of the future, a high level of reflection, self-efficacy and life orientations, such as purpose in life, process of life, performance of life, locus of control - ego, locus of control – life and sense of purpose of life, as well as a low level of destructive procrastination. The identified high rates according to these criteria allow to predict the success of professional activity of employees.

6. The interrelation of reflection and procrastination as a special way of organization of activity, as a destructive and constructive component of activity is revealed.

Results obtained allow us to outline some prospects for further research into the content and consequences of procrastination in various activities. The prospect of further research lies in studying procrastination in connection with the style of activity, coping strategies and methods of decision-making

It is also planned to investigate the procrastination phenomenon, associated with the identification of the consequences of procrastination in its negative impact on the activities of the individual, as well as its positive consequences, if we bear in mind the historical facts of Leonardo's work, when for the sake of a new future great idea of genius, complex cases and projects were postponed in time for the sake of new projects and plans. Leonardo left in Florence the unfinished masterpiece related to adoration of the Magi. The inability to bring the work to completion is a common "reproach" to Leonardo that he left behind great projects, and little completed to the end. In this "da Vinci code" there is a symbiosis of negative and positive consequences of procrastination.

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