

How Does Time Pressure Work?

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Abstract: Time pressure describes the subjective perception phenomenon caused by lack of time. Through the study of time stress, we can more clearly understand that Individual's different time concept factors have certain explanatory effect on individual attitude and behavior. Based on this, the article sorts out the principles of time pressure, concept definition and measurement summarizes the antecedent variables, outcome variables and their regulatory effects of time pressure, and points out future research directions on this basis.

1. Introduction

With the rapid development of economy and increasingly fierce market competition, enterprises are required to put forward creative ideas in a shorter period of time. Therefore, employees in enterprises should not only carry out innovative work, but also deal with the challenges and obstacles brought about by time urgency. At present, more and more scholars take the Perspective of time as the starting point to explore the time pressure. Based on the social cognitive theory, employees in enterprises should not only carry out innovative work, but also deal with the challenges and obstacles brought about by time urgency. Individual internal cognition is an important factor affecting individual behavior. Individual's different time concept factors have certain explanatory effect on individual attitude and behavior. As a subjective perception phenomenon caused by lack of time. At present, more and more scholars pay attention to time pressure, but the related research is still limited. This paper reviews the existing literature, hoping to provide some reference for the related research of time pressure.

2. Definition of Time Pressure

Time pressure describes the subjective perception phenomenon[1][2]caused by lack of time. Different scholars have different definitions of it. Baer[3]think that time pressure refers to the pressure caused by employees who are required to finish their work in limited time in the workplace, and it is the employees' own experience that they don't have enough time to complete their work; from the perspective of social role, Drach zahavy[4]defined time pressure as the extent to which an individual realizes that a role's obligations and responsibilities are beyond his / her ability and time range, that is, a kind of "role overload"; szollos[5]thinks that time pressure refers to

the subjective experience of individuals who do not have enough time to do the activities they want to do or need to do; From the perspective of time allocation, Li Jibo[6] regards time as a kind of resource, while time abundance and time pressure are two extremes. Among them, szollos^[5] defines time pressure clearly and is used by many scholars[1][2].

According to the two-dimensional division of pressure[7], scholars divided time pressure into challenging time pressure and hindrance time pressure[9] by using the framework of challenge hindrance stressors. Time pressure is a negative source of time pressure[9] which restricts the achievement of goals. It is also a negative perception of time pressure[8][10][11][12] caused by obstructive factors.

It can be seen that the challenging time pressure is the perception of the positive pressure produced by the individual in the time pressing situation, while the blocking time pressure is the perception of the negative pressure produced by the individual in the time pressing situation[10][13].

3. The Dimension and Measurement of Time Pressure

At present, there are two main views on the dimension of time pressure: single dimension and double dimension. The single dimension scale includes time stress index scale[14] and subjective workload[15], while the two-dimensional scale divides time pressure into challenging time pressure and hindering time pressure. Based on the literature, this paper sorts out the dimensions and scales of time pressure of some scholars, such as Table 1. It is shown as follows:

Table1: Dimensions and scales of time pressure.

dimension	scholar	Item
Single dimension	Amabile ,et al.[16]	5
	Garhammer[14]	10
	Van Emmerik& Jawahar[15]	5
	DeVoe & Pfeffer[17]	7
	Maruping,et al.[18]	4
Two dimensions	T. Op 't Hoog[8]	challenge time pressure 4;hindering time pressure 5
	Chong ,et al.[9]	challenge time pressure 5;hindering time pressure 8
	Shao Qi[2]	challenge time pressure 4;hindering time pressure 4

In the two-dimensional measurement scale based on the challenge hindrance stress framework, the description scope of the item “the time pressure that I am subjected to has a negative impact on me” is broad and covers the contents of other items. The reliability and validity of Shao Qi’s[2] questionnaire after excluding this item is good.

4. Related Research Variables of Time Pressure

On the two-dimensional model of time pressure, this paper will focus on the research variables of challenging time pressure and hindering time pressure according to the two-dimensional model of time pressure.

(1) Antecedents of time pressure

The research on antecedents of time pressure mainly focuses on leadership style. Relationship oriented time leadership has a positive effect on time stress[19]; abusive management has a significant positive effect on challenging time stress[12].

(2) The result variable of time pressure

The research on time stress outcome variables mainly focused on the individual level, such as emotional work well-being[20]and work concentration[10]; state employees' work concentration[21] and immersion experience[22];Time insight[23], employee creativity[24], innovative behavior[25] and employee dual behavior[26]were found in behavior. In addition, time stress also had an impact on employee performance[3].Besides the individual level, time pressure also affects team decision performance[27].

(3) Regulating variable of time pressure

Previous studies have found that the relationship between time stress and its antecedents and outcome variables is also regulated by creative personality[28], face view[25], power distance[12], work characteristics[21], and leadership style. For example, the stronger the time type leadership is, the more positive the employee's time pressure has on individual duality, while the negative effect is moderated[27];High level of time leadership can weaken the negative correlation between obstructive time pressure and individual creativity of team members[11]; service leadership positively moderates the relationship between time pressure and promoting work focus[20].

(4) The regulation of time pressure

At the team level, time pressure has moderating effect on the relationship between colleagues' voice and perceived colleague support[29], time personality difference and team innovation performance[30], organizational creativity and improvisation ability[31]; in addition, time pressure has a moderating effect on the relationship between colleagues' voice and perceived colleague support[29], time personality difference and team innovation performance[30], organizational creativity and improvisation ability[31],Challenge time pressure regulates the effect of information team break on employee creativity[13].

5. Different Effects between Challenging Time Pressure and Hindrance Time Pressure

Based on previous studies, we found that there are different effects between challenging time pressure and hindrance time pressure. Challenging time pressure positively affects time occupation behavior[12], career ambition and professional recognition[10], and can promote individual creativity[11], while hindrance time pressure has a negative effect; the results showed that there was a mediator between time leadership and job remolding[2], and had a positive effect on career competency[10], but no significant effect on hindrance time stress.

For example, in the relationship between information-based team break-up and employee creativity, challenging time pressure plays a negative regulatory role, while hindrance time pressure has no significant moderating effect[13]; in the relationship between error learning and error communication and employee innovation behavior, obstructive pressure source has a moderating role. The regulatory effect of challenging stressors was not significant [32].

6. Conclusion

Based on the above analysis, it can be found that there is a double-edged effect on time pressure. In the future research on time pressure, we can focus on several aspects. First, the measurement scale of time leadership needs to be developed. On the one hand, the mechanism of time pressure needs to be further explored. It can be found that scholars have studied the antecedent variables, outcome

variables and their moderating effects around the challenging time pressure and the obstructive time pressure. However, the conclusions of the existing studies are different, and it is necessary to carry out more research in the future. On the other hand, time pressure needs to pay attention to the differences in cross-cultural environment. Cultural differences between China and the West may lead to differences in the impact of time pressure, so we need to pay attention to the situational problem and the role of different cultures in time leadership

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