Exploring Polychronic Orientation of Employees in Hotels

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Abstract

The hotel industry is characterized by the need for efficient time management and the ability to quickly switch between various tasks within a set timeframe. This kind of work environment enhances and expects employees to be capable of multitasking, requiring them to handle multiple tasks at once. This paper aims to explore the polychronic orientation of employees within a hotel context by measuring the relationship between polychronic orientation and work outcomes, including job satisfaction, work engagement, job performance, and turnover intention. The data were collected from a survey distributed among five-star hotel employees (n = 172) in Sharm El-Sheikh. Data were analyzed using SPSS version 24 to empirically test the proposed hypotheses. Our results provided evidence that the polychronic orientation of employees significantly contributed to job satisfaction, work engagement, job performance, and turnover intention. Implications of these results and directions for further research were concluded.

Keywords: Polychronic orientation, work outcomes employees, hotels, Egypt.

Introduction

The hospitality industry is one of the service companies that faces challenges in recruiting qualified human resources. According to Karatepe & Kilic (2007), hotel employees should respond to requests of guests on time, provide high-quality products and services, and manage situations of guests to overcome guests' complaints. The success of the human element in serving guests can be influenced by job satisfaction. Furthermore, satisfied employees deliver the property's promise by creating a favorable image and striving to provide better services than their competitors (Arash et al., 2014). The hotel establishment is a work environment where the activities of employees are increasingly complex so the staff gets involved in many jobs at the same time (Andriani & Disman, 2020). Every establishment will certainly appreciate their employees who can handle many tasks at the same time (Kayaalp 2014; Kantrowitz et al., 2012). Employees must be able to specify the time to achieve their work goals. While some employees may prefer to deal with multitasking at the same time, others choose to emphasize one task before engaging with another (Kayaalp 2014). With the increasing competition in the hotel industry, employees are expected to be involved in the various roles, tasks, and additional activities they must handle simultaneously (Andriani & Disman, 2020).

Jang & George (2012) mentioned that hotel establishments are workplaces where time is important and employees switching to multiple tasks is often necessary within a specific time. This work environment provides polychronic behavior, which requires an employee to work on two or more activities at the same time (Andriani & Disman, 2020). The main purpose of this research is to explore the polychronic orientation of employee in hotels and its impact on employees' job satisfaction, work engagement,
job performance, and turnover intention. This research then hypothesized relationships between previous variables. The findings, practical implications, and recommendations are then suggested. The research ends with some limitations and directions for future research.

**Aim of the Research**

This research paper aims to explore the polychronic orientation of employees in the hotel industry and its impact on their work outcomes, including job satisfaction, work engagement, job performance, and turnover intention. The investigation of the relationships between employees' polychronic orientation and work outcomes raised the question of whether the polychronic orientation of the employees helps to predict job satisfaction, work engagement, job performance, and turnover intention in the hotel industry. It also examined the polychronic orientation of employees as an antecedent of turnover intention. The support of these relationships could be used in evaluating candidates. In addition, managers could employ time use preference as an indicator to test whether candidates feel comfortable working in the hotel industry which requires multitasking skills. Before employing for a job, it would be in the applicant’s best interest to know their preference for time allocation for employees to pursue a position that best fits their personalities.

**Hypotheses of the Research**

Based on the previous objectives, the following hypotheses were proposed:

1. The polychronic orientation of employees is positively associated with job satisfaction.
2. The polychronic orientation of employees is positively associated with work engagement.
3. The polychronic orientation of employees is positively associated with job performance.
4. The polychronic orientation of employees is negatively associated with turnover intention.

**Importance of the Research**

There has been a wide increase in interest in polychronicity over the past few years, probably as a result of increased interest in demand for multitasking in the workplace (Okegbe, 2019). On the other hand, losing qualified employees is a great problem in hotels where the turnover rate is high. Although many studies have addressed the issue of turnover, limited studies have been conducted to examine the relationships between the polychronic orientation of employees and their job satisfaction, work engagement, job performance, and turnover intention in the hotel industry. Additionally, few studies have linked employee characteristics to work outcomes such as job satisfaction, work engagement, job performance, and turnover intention. In particular, polychronic orientation as an essential employee trait will be investigated as a new special trait in this research. The hotel industry is a work environment where effective time use is vital and where multitasking is frequently required within a given specific time. There is a paucity of studies on polychronicity in the research of the hotel
industry (Arash et al., 2014). Polychronicity is a relatively new concept in hospitality management research and has not been widely explored (Grobelna, 2020), therefore, it deserves greater empirical attention and a richer understanding in the context of jobs in the hotel industry. Therefore, this research may enable managers to understand polychronicity as one of the important personal factors.

**Theoretical Background and Hypotheses**

The hotel industry improves the satisfaction of their guests by providing them with excellent service every time. This seems to be a difficult task due to the highly stressful working environment that hospitality creates (Mohamed 2015; Walker 2014). According to Choo (2016), hotels operate twenty four hours a day seven days a week and this requires considerable direct contact between employees and guests. Additionally, on the one hand, high labor intensity with firm time restrictions and deadlines and, on the other hand, high employee turnover leads to an important increase in the exaggerated workload of employees who are strongly overstretched in understaffed situations (Glińska-Neweś et al., 2020; Grobelna, 2020; Haldorai et al., 2019).

It is noted that employees in hotel environments even working under the same conditions may have different levels of job satisfaction, which may result from differences in their individual characteristics (Mohamed, 2015). Both practitioners and researchers argue that individual differences among employees may influence their behaviors and attitudes toward customer service, customer satisfaction, and overall hotel success (Grobelna, 2020). Personality characteristics concern consistent patterns in the way people feel, think, and behave (Cervone & Pervin, 2015). These characteristics influence their behavior across many situations (Stangor & Walinga, 2021).

According to Lindsay (2008), time plays a vital role in our understanding of how work is done and its subsequent effects on employees and hotels. One way in which time has been classified is to examine how the employee prefers to do work. This is referred to as polychronicity, which was first introduced by Hall (1983) as a way to describe how people approach time. In essence, it is an individual’s personal preference as to how they prefer to accomplish tasks. Lindsay (2008) stated that polychronic individuals have a preference to be involved in two or more activities at the same time. This is in contrast to those who are monochronic and prefer to do things more sequentially, one at a time. This is typified in the example of doing one task, completing it, and then moving on to another task. On the other side, an individual with a polychronic orientation would prefer to be working on multiple tasks during the same time (parallel processing of their work).

Accordingly, given the boundary-spanning roles of hotel employees who work within an environment where effective time use is extremely valid, there is no doubt that they need special personal characteristics that enable them to deal with the high demands of their hotel jobs, and let them function and perform, achieving optimal outcomes (Arash et al., 2014). In this light, employees with polychronic orientation value human relationships and interactions and have a natural tendency to do many things in a
given time may be well suited their interactive jobs, where many and a variety of guests must be served, often in a specific time, and multiple tasks have to be done instantly (Grobelna, 2020; Capdeferro et al., 2014).

The theory of person-job fit serves as a basic frame offering a relationship for this thinking. Person-job fit is defined as the association between an employee’s characteristics and the requirements of the job (Kristof-Brown et al., 2005). In another sense, according to Jang & George (2012), person-job fit indicates to the level of consistency that employees have with their jobs. Kristof-Brown et al. (2005) indicated that, there are two basic conceptions of person-job fit, demands abilities fit, where knowledge, abilities, and skills of employees concur with their job requirements, and needs supply fit, when the needs and desires of employees are met by their job. Hotels need to understand person-job fit because of its importance for employees’ outcome prediction. Prior studies such as (Grobelna, 2020; Babakus et al., 2011; Kristof-Brown et al., 2005; Lauver & Kristof-Brown, 2001; Hambleton et al., 2000) have indicated a positive impact of person-job fit on job satisfaction and organizational commitment.

In terms of the hotel industry, the study confirmed by Chen et al. (2014) among hotel employees, concluded that employees with a better Person-job fit have more job engagement. Specifically, as reported in the study conducted by Wu et al. (2020) among employees in the service industry, Person-job polychronicity fit would show a positive significant relationship with the well-being of employees in their workplaces. Thus, not surprisingly, the polychronic orientation of employees may also display other positive work outcomes in their jobs of hospitality service, such as increased job satisfaction (Jang & George, 2012), work engagement (Grobelna, 2019; Karatepe et al., 2013) and decreased quit intention (Asghar et al., 2020; Jang & George, 2012), which ultimately may positively affect the competitive advantage of the organization. Therefore, such individuals are especially welcomed and desired in the complex and challenging hotel environment (Jang & George, 2012).

Polychronicity and Job Satisfaction

It is understood in the hospitality industry that employees must have to work in a fast-paced workplace. Given the special features of the service industry, hotels have a high personal level of connection with customers (Jang & George, 2012). For instance according to Zhang (2015), in the restaurant, employee needs to be able to handle multiple tables when the restaurant is busy. Employee attention needs to be equally distributed to the number of tables to respond to the needs of customers appropriately. During their time at work, employees are exposed to many unexpected and unknown situations. For example, a customer who wants personal attention while the employee is on his way to deliver a check might stop the employee. An unsatisfied customer might wave at the employee to make a complaint when he is busy with something else. Polychronicity of the employee as mentioned by Zhang (2015) measures the preference of the employee to conduct multiple tasks at one time and switch among the number of tasks at the same time.
In the hotel industry, it does not matter whether an employee prefers to contact multiple tasks, answer an interruption, or switch among different missions; their job requires them to do so. In accordance with Person–job fit theory, it occurs when an organization satisfies an employee’s needs, preferences, or desires (Zhang, 2015). It could also occur when at least one body (either the hotel or the employee) provides what the other desires, or both bodies share similar essential attributes. In this case, hotels allow employees to shift their attention among continuing tasks and conduct multiple actions at the same time. Meanwhile, polychronic-oriented employees do not feel bad about the interruption and might even welcome the change provided by their jobs. Accordingly, the Person-job fit theory occurs because both bodies provide what both parties wish. Shortly, it is concluded that employees whose preference match with specific job requirements, they are more likely to gratify their job and experience higher satisfaction of their job. (Andriani et al., 2021).

There are several studies that have investigated the link between polychronic behaviour of the employee and job satisfaction. Arndt et al. (2006) discovered that the polychronic behaviour of an employee has both direct and indirect effects on employee satisfaction. Jang & George (2012) also found similar findings. Their results were consistent with the result of the previous study, which indicates that the polychronic behaviour of employees correlates significantly with job satisfaction. With the support of former research, the following hypothesis was supposed:

H1. The polychronic orientation of employees is positively associated with job satisfaction.

**Polychronicity and work engagement**

Work engagement has been defined as a positive and fulfilling state of mind in the workplace that is characterized by vigor, dedication, and absorption (Conte et al., 2019). Employees who are highly engaged in their work tend to be committed to a high level of job performance, and they have an emotional involvement with their work that can lead to an increase in organizational commitment (Shuck et al., 2011). Work engagement has also been shown to correlate positively with job performance (Christian et al., 2011) and negatively correlated with turnover intentions (Shuck et al., 2011).

In the hotel industry, polychronic-oriented employees physically engage themselves with multiple tasks, they believe task switching and multitalking is the best method to perform their jobs, and emotionally they find accomplishment in the job they perform. Working at hotels allows employees to express themselves and practice their beliefs. Therefore, polychronic oriented employees identify with their job, and they should experience a higher level of work engagement compared to monochromic-oriented employees who prefer engaging with one task at a specific time (Jang & George, 2012). To support this thinking, Karatepe et al. (2013) suggested that polychronic-oriented employees are engaged in their jobs, because they are energetic, and happily immersed in their work. Therefore, with the support of the previous studies, the following hypothesis was proposed:
H2. The polychronic orientation of employees is positively associated with work engagement.

**Polychronicity and Job Performance**

Recently, Fournier (2014) investigated the relationship between the polychronic orientation of salespersons and their performance. The author pointed out that the profile of polychronic salespersons are experienced in their work and perform better than their coworkers. Some researchers (e.g., Namin, 2016; Conte & Jacobs 2003; Harrison & Martocchio, 1998; Judge et al., 1997) argued that the nature of the job is significant to recognize the relationship between polychronicity and job performance.

Polychronic behaviour of employees is problem-focused; they can manage the challenging services they encounter successfully. For example, while dealing with a customer, a polychronic front desk employee is expected to consider requests of other guests simultaneously. Such employees do not consider multiple missions as an interruption; it has been proved by empirical evidence that such employees have positive outcomes from an attitude and behavior point of view (Namin, 2016).

According to the study of Karatepe et al. (2014), polychronic-oriented employees who work in the hotel industry feel more comfortable when the hotel expects them to be involved in multiple activities by switching among tasks to provide high-quality customer service. Evidence from the hotel industry, according to Namin (2016) and Karatepe et al. (2013) polychronic behaviour of employees with a high level of engagement in their work displayed higher job performance and satisfaction. Therefore, it can be hypothesized that:

H3: The polychronic orientation of employees is positively associated with job performance.

**Polychronicity and Turnover Intention**

According to Zhang (2015) and Birdir (2002), a high rate of employee turnover is considered one of the most and biggest problems facing hotels. Both practitioners and researchers have devoted an amount of time and resources to better understand and trying to find solutions for that problem. The high turnover rate of employees in the hotels not only results in direct monetary costs (performance and profitability), but it creates hidden and indirect costs (unsatisfied customers and frustrated coworkers).

Many factors are responsible for the high rate of employee turnover intention in hotels. When considering the link between Person–job fit and turnover intention of employees, Zhang (2015) mentioned that Person–job fit significantly predicts the intentions of employees to leave. In particular, employees with low levels of congruence with their organizations are likely to report an intention to leave their hotels compared to those with high levels of congruence.

Employees who work in hotels are required to adapt to a fast-paced, ever-changing, and unpredictable work environment. Monochronic employees likely feel frustrated at their jobs because they are annoyed with the constant interruptions they face. As well
as, due to their preference to finish one task at a time before moving to another one, employees with monochronic orientation need to endure conducting among multiple activities in one time block, which will create a sense of unaccomplishment in what they do. Monochronic-oriented employees consider themselves obliged to behave in conflict with their personal beliefs and therefore, are likely to leave such property. On the other side, polychronic oriented employees are likely to have personal beliefs that are similar to what the hotels anticipate. As a result of polychronic employees’ preferences for performing multitasks and switching among different activities during one-time block, working in a hotel environment makes them feel productive, fulfilled, and accomplished. Polychronic employees who believe in task switching and multitasking are more likely to obtain personal achievement in the work environment, which results in lower intention to leave their jobs (Andriani et al., 2021; Zhang, 2015).

Jang & George (2012) pointed out that an individual’s fit with the requirements of his job plays an important role in reducing employee intention to leave. Therefore, employees with a higher level of polychronicity may be more comfortable when working in the hospitality properties that expect employees to be engaged in multiple tasks, activities and switching among tasks to meet the different needs of customers. With the support of previous researches, the following hypothesis is proposed:

H4. Polychronic orientation of employees is negatively associated with turnover intention

Based on the literature review, this research presented polychronic orientation of employees as an independent variable that affects dependent variables including; job satisfaction, work engagement, job performance, and turnover intention. Furthermore, the present research postulated the relationship between previous variables as illustrated in the following figure (Fig. 1).

![Fig.1. The impact of polychronic orientation of employees on job satisfaction, work engagement, job performance, and turnover intention.](image-url)
Methodology

Measures and Instrument Development
Various sources of literature were employed in preparing the survey. The survey was divided into two sections: one covered latent variables and had 36 items related to polychronicity, job satisfaction, work engagement, job performance, and turnover intention, while the other investigated the characteristics of the research sample and contained 9 questions. The survey was written in English, and then translated into Arabic by a specialist who is bilingual in English and Arabic. When there was a match, the questionnaire was given in Arabic to guarantee that the sentences were well-understood and to gain the highest achievable response rate.

Polychronicity was measured using ten items derived from Bluedorn et al. (1999), and Jang & George (2012). On the other hand, job performance was measured via 5 items adopted from (Babin & Boles, 1998). Some might argue that using self-report measures may result in inflated results, but Karatepe and Uludag (2008) indicated that using a self-report measure when measuring job performance does not inevitably result in systematic bias. Seven-item scale, developed by Chiang et al. (2014) and Kim et al. (2005) was used to measure job satisfaction of employees. Both researchers used the scale to measure the job satisfaction of employees in hotels and restaurants. Nine-item scale, developed by Schaufeli et al. (2002), was used to measure work engagement. Finally, five questions were used to measure the turnover intention of the employee, the scale of Mitchel (1981) was adapted for that in this research. All measures used a five-point Likert-type scale that ranged from “5” = “strongly agree” to “1” = “strongly disagree.” The second part of the survey includes eight questions about the respondent's position and his/her demographic profile.

Sampling and Data Collection
A convenience sampling technique was used in this study. The convenience sample approach was chosen in the present research because it is widely used in circumstances where randomization is impractical due to a large population and the limited resources of researchers, as in the case of the current study. The respondents were from 19 five-star hotels in Sharm El-Sheikh. Generally, Sharm El-Sheikh has been chosen as the prime case study area because it is a very attractive and well-known tourist destination in Egypt. Based on the data collected from the Ministry of Tourism, Sharm El-Sheikh is the first city in Egypt that include the biggest number of hotels (180 hotels) and its number represent the most chains of hotels that exist in Egypt. This number is sufficient to provide a large sample size. in Egypt, there are 158 five-star hotels, 33 five-star hotels located in Sharm El-Sheikh city. Five-star category were selected because this type is the most desired establishment for tourists (Nadiri and Tanova, 2010). In addition, five-star hotels attract most of the tourists in Egypt (Egyptian Hotel Associations, 2018). The respondents also had intense face-to-face or voice-to-voice interactions with customers and were expected to respond to many requests and problems in challenging service encounters. Thus, this makes them critical role players in boosting
customer pleasure and build loyalty, image, profitability, and market share for the respective organization (Daskin, 2015).

The survey was conducted in the period of June-July 2023. Unfortunately, this period was not long enough to generate sufficient responses. Therefore, the researcher extended time for an additional fifteen days. The survey was developed in English and then back-translated to Arabic. The friends of the researcher distributed the surveys personally to 220 employees who were willing to participate in this research. The participants were provided the questionnaires together with an explanation that guarantees that their confidentiality and anonymity would be assured throughout the whole research process. Only 191 surveys were returned, and nineteen surveys were unusable due to a substantial amount of missing data. In this research, the total number of usable questionnaires was 172 and the response rate was calculated to be 78.2%.

Data Analysis
The data collected for this study were analyzed using SPSS version 24. Descriptive features including frequencies, means with standard deviation, and percentages were computed first. To examine the causal relationships among polychronic orientation, job performance, job satisfaction, work engagement, turnover intentions, and multiple regression analysis were conducted.

Results and Discussion
Reliability Analysis
The reliability of the scales was tested by using Cronbach’s alpha coefficient to measure internal reliability; its value ranges from 0 to 1, and higher values indicate greater reliability. Cronbach’s alpha was higher than 0.82 for the individual constructs and more than 0.84 for the entire survey as exhibited in table (1). According to Kilic (2019), any item greater than 0.7 constitutes an appropriate level of internal consistency reliability. Cronbach’s alpha values for all individual constructs were higher than 0.7.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>No. of items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent variable</td>
<td>Polychronic orientation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Work Engagement</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Job Performance</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Turnover Intention</td>
<td>5</td>
</tr>
<tr>
<td>Overall survey scale</td>
<td></td>
<td>36</td>
</tr>
</tbody>
</table>

Reliability alone is not sufficient to consider that an instrument is adequate. Therefore validity is required to validate the constructs. Before distribution and completion of the survey, its content validity had been examined by two human resource managers with more than five years of experience in the hotel industry and by three specialized academics specializing in human resource management. The survey was adapted according to their comments.
Respondents’ Profile
Table 1 details the respondents' profiles. Of the 172 respondents who completed the survey, 81.4% (n= 140) were male and 18.6% (n= 32) were female. The majority of the respondents 69.8% (n= 120) were less than 35 years. This was followed by those aged from 35 to less than 40 years constituting 27.9% (n= 48) and those aged from 40 to less than 45 years 1.7% (n= 3). On the other hand, only 0.6% of respondents (n= 1) fell in the category of age 45 years and more. Single and married respondents were 69.8% (n=120) and 30.2% (n=52), respectively.

Educational background varied, Bachelor of Science was the most obtained educational degree as selected by 53.5% (n= 92), followed by High school 40.1% (n= 69) and postgraduate 6.4% (n= 11). In the hotel industry, experience is considered more important than educational qualifications, thus candidates often start from entry-level positions despite having higher qualifications and were promoted based on their performance (Ahmad & Zainol, 2011). Therefore, it is not surprising that more than a third of the investigated resorts’ employees had an educational level of high school. They started as non-managerial employees and were promoted to higher positions based on their performance (Andriani et al., 2021).

Concerning the respondents working years, most of them 76.2% (n= 130) indicated that they worked from 1 to less than 3 years in the present hotel and 18.6% (n= 32) worked less than one year. On the other hand, respondents who have 3 working years and more were equaled 5.8% (n= 10). Employees who participated in this study were from different departments. There were 42% (n= 74) worked in the F&B department, 31% (n= 61) worked in the housekeeping department and 18.7 % (n= 22) worked in the front office department. Also, there was 7.5% (n= 15) of work in other places such as engineering, human resource, and administration departments.

### Table (2): Profile of the Sample

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>140</td>
<td>81.4</td>
</tr>
<tr>
<td>Females</td>
<td>32</td>
<td>18.6</td>
</tr>
<tr>
<td>Total</td>
<td>172</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 35 years</td>
<td>120</td>
<td>69.8</td>
</tr>
<tr>
<td>35 to less than 40</td>
<td>48</td>
<td>27.9</td>
</tr>
<tr>
<td>40 to less than 45</td>
<td>3</td>
<td>1.7</td>
</tr>
<tr>
<td>45 years and more</td>
<td>1</td>
<td>0.6</td>
</tr>
<tr>
<td>Total</td>
<td>172</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>120</td>
<td>69.8</td>
</tr>
<tr>
<td>Married</td>
<td>52</td>
<td>30.2</td>
</tr>
<tr>
<td>Total</td>
<td>172</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school</td>
<td>69</td>
<td>40.1</td>
</tr>
</tbody>
</table>
Polychronic orientation and employee work outcomes

In this study, the conceptual model was developed to examine the linkage between polychronic orientation of hotel employees and work outcomes including job satisfaction, work engagement, job performance, and turnover intention in five-star hotels in Sharm El-Sheikh city.

It is observed from the following table (3) that polychronic orientation of employees shares a high statistically significant and positive relationship with job satisfaction (r= 0.458, work engagement (r=0.387, p<0.01), job performance (r= 0.437, p< 0.01), and negative relationship was found between Polychronic orientation of employees and their intention to leave the hotel (r= -0.126, p<0.01).

Table (3) Relationship between polychronic orientation and employee work outcomes

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polychronic orientation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>.458**</td>
<td>.000</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Engagement</td>
<td>.387**</td>
<td>.000</td>
<td>.700**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Job Performance</td>
<td>.437**</td>
<td>.000</td>
<td>.730**</td>
<td>.932**</td>
<td>1</td>
</tr>
<tr>
<td>Turnover intention</td>
<td>-.126-</td>
<td>-.340-</td>
<td>-.499-</td>
<td>.183-</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: ** Correlation is significant at the 0.01 level (2-tailed).
Polychronicity and job satisfaction

According to the following table (4), the impact of the polychronic orientation of employees and their job satisfaction was statistically significant ($\beta = 0.376, p < 0.001$). The multiple regression analysis for variables of polychronic orientation and job satisfaction”, showed a statistically significant level ($F = 399.739, p = < 0.001$). The adjusted $R^2$ between the two variables was 13.6%, which means polychronicity explained 13.6% of the total variance in job satisfaction. The first hypothesis that said “H1: Polychronic orientation of employees is positively associated with job satisfaction” was supported.

<table>
<thead>
<tr>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.376(a)</td>
<td>.141</td>
<td>.136</td>
<td>.17395</td>
</tr>
</tbody>
</table>

As expected, hotel employees who have higher levels of polychronicity have higher job satisfaction. Employees who like conducting multiple tasks at the same time and welcome interruptions from customers mentioned a higher level of job satisfaction. Polychronic-oriented employees possess traits that match the requirements of working at the hotel. Therefore, hotel managers need to examine a candidate’s time use preference to obtain the right employee-hotel fit.

The previous result was consistent with the results from the study of Jang & George (2012) and Arndt et al., (2006) who maintained that polychronic orientation of employees positively and significantly leads to job satisfaction. In addition, Karatepe et al. (2014), explained that polychronic-oriented employees who work in the hotel industry feel more comfortable when the hotel expects them to be involved in multiple activities by switching among tasks to provide high-quality services.

Polychronicity and work engagement

To investigate the role of polychronic orientation of employee on his/her job engagement, multiple regression analysis was conducted. As shown in Table (5), there is a high statistically significant and positive impact of polychronic orientation of employee and work engagement at the 0.01 significance level.

![Table (4): The Impact of Polychronicity on job satisfaction](image)

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The previous result was consistent with the results from the study of Jang & George (2012) and Arndt et al., (2006) who maintained that polychronic orientation of employees positively and significantly leads to job satisfaction. In addition, Karatepe et al. (2014), explained that polychronic-oriented employees who work in the hotel industry feel more comfortable when the hotel expects them to be involved in multiple activities by switching among tasks to provide high-quality services.

Polychronicity and work engagement

To investigate the role of polychronic orientation of employee on his/her job engagement, multiple regression analysis was conducted. As shown in Table (5), there is a high statistically significant and positive impact of polychronic orientation of employee and work engagement at the 0.01 significance level.
The value of adjusted $R^2$ is (0.207), F value equal to 301.457 and significant at 0.000, pointing that 20.7% of the total variance in employee job engagement is explained by polychronic orientation practices as shown in table (4). This means that resorts should provide regular opportunities for developing employee polychronic orientation due to their important role in improving job engagement.

The previous result indicates that polychronicity can enable the employees to be engaged in his/her work, this may back to that polychronic oriented employees are energetic and happily immersed in their work. This result supported the prior claim of (Vizcaíno et al., 2021) which showed that polychronicity of employees is better at multitasking, and it can lead to job engagement (Asghar et al., 2021; Karatepe et al., 2013).

The previous results emphasize that polychronic employees are more engaged in their work among their counterparts of investigated hotels. Specifically, the employee who handle multiple tasks within the same time block have elevated levels of energy and more positive connections with work activities and are happily immersed in their work.

It is concluded from all the above polychronic oriented employees who are involved in multitasking will be more engaged with his/her work. This result confirms the third hypothesis “$H_2$: Polychronic orientation of employees is positively associated with work engagement”.

**Polychronicity and job performance**

It can be concluded from multiple regression analysis that the value of adjusted $R^2$ is 0.279 and $f= 301.457 (p< 0.01)$ that polychronicity of employees accounts for 27.9% of the variance in job performance (see table 6). In other words, polychronicity has a great contribution to performance in the investigated resorts. Thus, it provides additional evidence for the third hypothesis.
Table (6): The Impact of Polychronicity on job performance

<table>
<thead>
<tr>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.537(^{(a)})</td>
<td>.288</td>
<td>.279</td>
<td>.19670</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>13.142</td>
<td>1</td>
<td>13.142</td>
<td>301.457</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>7.344</td>
<td>171</td>
<td>.043</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.486</td>
<td>172</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table (7): The Impact of Polychronicity on Turnover Intention

<table>
<thead>
<tr>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>.475(^{(a)})</td>
<td>.226</td>
<td>.129</td>
<td>.96390</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>6949.44</td>
<td>1</td>
<td>6949.44</td>
<td>114.832</td>
<td>0.165</td>
</tr>
<tr>
<td>Residual</td>
<td>23602.12</td>
<td>171</td>
<td>60.518</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>30551.57</td>
<td>172</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Many studies have highlighted different factors that can enhance job performance (Bello & Bello, 2021), and this research indicated that this performance is associated with polychronicity. The results showed that there is a positive association between the polychronic orientation of employees and their job performance; in line with the previous study by (Namin, 2016) who maintained that polychronic oriented employees achieve higher job performance in hotels. This suggests that polychronic orientation can stimulate and improve job performance in the hotel industry. Thus, H3 “Polychronic orientation of employees is positively associated with job performance” gained empirical support. In this prospect, having polychronic employees is an advantage for the management of hotels, because such employees expose higher job performance; and they are assets most hotels want to gain and retain them.

**Polychronicity and Turnover Intention**

The impact of the polychronic orientation of employees on their turnover intention was negative and statistically significant ($\beta = -0.477\), $p < 0.001). H4 stated that “Polychronic orientation of employees is negatively associated with turnover intention”. The multiple regression analysis as illustrated in the following table (7) displays a statistically significant association between the polychronic orientation of employee and their intention to leave the hotel ($F = 114.832, p = 0.000). Therefore, H4 was supported.
The researchers found that the polychronic orientation of employees was negatively associated to their intention to leave the hotel. This result supported the conception that employees who have higher levels of polychronic orientation would decrease their intentions to leave the hotel. Part of the reason may be due to the reality that it is very stressful and annoying for monochronic employees to work in a polychronic environment. Furthermore, Jang & George (2012) explained that it may be a source of conflict and contention for monochronic and polychronic oriented employees to work together because of their different preferences for time management. E.g., monochronic-oriented people view their polychronic-orientated counterparts as lacking focus, stressful, and confusing. On the other hand, polychronic-oriented employees consider their behavior as desirable, realistic, and efficient. Thinking about leaving a job may become especially vigorous when individuals have a monochronic trend in a polychronic workplace. Therefore, a hotel environment is described as a polychronic workplace that requires doing more than one activity within a given time block, individuals who are highly polychronic oriented might show their intention to stay in their hotels.

### Conclusion

This study tries to fill the gap in the hotel industry literature by linking the polychronic orientation of employees to their work outcomes including job satisfaction, work engagement, job performance, and turnover intention. As results revealed, employees with polychronic orientation are more likely to be satisfied, engaged, performed well, and stay with their properties because they enjoy doing several tasks within the same time block. As the hotel work environment becomes more complex and challenging, it is important to consider the impact of polychronicity on work outcomes. Hotels are characterized as a climate in which time allocation is vital and where multitasking is generally required within a given period. This research determined different patterns of time use influenced some variables related work outcomes. Employing based on person-job fit represents a low-cost investment with a high payoff (Zhang, 2015). Consequently, when hiring individuals, hotel managers should conduct personality trait tests or ask candidates some behavioral questions during interviews to better place them with jobs that will exploit their abilities and skills.

Therefore, the results suggest that managers of human resources could increase work outcomes including job satisfaction, work engagement, and job performance and reduce turnover intention of employees by considering the level of polychronicity of candidates. To employ the right applicant, human resource managers could design and administer a measure to identify polychronic orientation of candidates and predict the extent to which individuals prefer to vary among two or more tasks or activities in one
Interviewers can screen out unqualified candidates by giving scenarios in order to consider their knowledge, skills, interpersonal relationships, multiple tasks handling, potential abilities, and stressful workload dealing capability in one time-block.

Based on the responses of the candidates, managers should have an adequate perception of whether the applicant has acceptable monochronic or polychronic orientation based on previous position and expect that such applicant would be likely to be successful at switching among many tasks in the future.

In addition, the positive relationship between polychronic orientation of employees and their job satisfaction, work engagement, job performance, and turnover intention does not mean that monochronic oriented employees are not essential for employment in hotels. Jang & George (2012) mentioned different work situations in which monochromic/polychromic employees prefer to working. Therefore, managers of human resource should have efficiency to accurately match each of them to a job that will capitalize on his/her personality and ability. For example, managers of human resource should place polychronically orientated individuals in positions such as the hotel front office that frequently requires employees to move between multiple tasks. On the other hand, they should assign monochromatic oriented individuals in jobs such as the housekeeping department that requires an employee to complete one task before beginning another one. In terms of employee turnover intention, hotels face significantly huge turnover problem, such positioning would be an effective strategy to increase employee job satisfaction, engagement, performance and help reducing employee turnover intention in the hotel industry.

Appropriate employment is important because it is difficult to change an employee’s personality trait. Polychronic or monochronic work style is a steady characteristic rather than a malleable state (Zhang, 2015). Polychronic oriented employees should be employed in positions where required contacts with customers are high, and where interruptions are often. Effective positioning of employee helps to create best person-job fit between hotels and the employee. It also improves work outcomes such as job satisfaction, engagement, performance, and reducing turnover intention of employee. In addition, hotels may develop training programs to enhance multitasking skills of employees.

Employing polychronic oriented applicants at a hotel is very important for two reasons. As well as the obvious costs of turnover, there are other hidden costs related to mistakenly staffing an individual who represents a low person-organization fit. Hotel employees who do not like interruptions are more probably to provide bad service. Furthermore, knowing personality traits and preferences of hotel employees help them to better place themselves in their career path. Applying for the right work in the right place will help them to improve job satisfaction and reduce potential frustration from their work.

Limitations and Further Research

This research has several limitations. First, as the sample was obtained from only from five-star hotels, and one study area (Sharm El-Sheikh), it is rather difficult to make generalizations from these findings. For Future, the similar researches should be
conducted in other countries and in other service sectors using bigger sample size, Cross-sectional data, and longitudinal approach. It will be essential and recommended to investigate large representative population for future research. This study also yielded the weak relationship between polychronic orientation of employees and their intentions to leave the hotel. This indicates that polychronic orientation is one variable to predict employee intention to leave, but polychronic orientation alone is not sufficient to perceive turnover intention due to the complexity related to the decision of leaving the job. Therefore, future research is needed to examine other personality traits in terms of polychronicity. This study provides evidence concerning polychronic orientation of employees in the hotel industry. If further empirical studies in other industries are undertaken, our finding for this study may aid researchers to better understand conditions under which polychronicity is less or more effective and adequate.

References

- Lindsay, D. R. (2008). “Polychronicity and its impact on leader-member exchange and


الملخص العربي

استكشاف توجه العاملين نحو تعدد المهام في الفنادق المصرية

الوقت دور هام لأداء المهام في الفنادق وخاصة عندما يتطلب العمل التحول المتكرر بين أكثر من مهمة في ذات الوقت، وهذا يحتاج من العاملين في الفنادق المصرية أن يكون لديهم قبول وتوجه إيجابي لأداء أكثر من مهمة في وقت واحد أثناء العمل. من هنا جاءت هذه الدراسة لاستكشاف توجه العاملين نحو تعدد المهام في الفنادق المصرية من خلال قياس العلاقة والتأثير بين قبول العاملين للمهام متغير مستقل وبين كل من المتغيرات التالية (الرضي، الاندماج الوظيفي، الأداء الوظيفي)، حيث تم تصميم استبانة وتوزيعها على عدد (172) من العاملين بالفنادق المصرية نجوم من مدينة شرم الشيخ. وأظهرت النتائج أن التوجه نحو تعدد المهام كان له أثر إيجابي ومعنوي على كل من: الرياض، الاندماج الوظيفي، الأداء الوظيفي للعاملين بالفنادق، وكان له أثر سلبي ومعنوي على نواياهم لترك العمل.