

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. We collected the data by distributing a survey among 172 employees of five-star hotels in Sharm El-Sheikh. The 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. The 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. Moreover, satisfied staff uphold the property's commitment by cultivating a positive reputation and endeavoring to offer superior services compared to their rivals (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 its 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 hotels, staff is anticipated to participate 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 are 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 employees 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 after that,

suggestions are presented. The research ends with some limitations and directions for further research.

Aim of the Research

This study paper seeks to investigate the polychronic orientation of employees in the hotel business and its influence on their work outcomes, such as job satisfaction, work engagement, job performance, and turnover intention. The study examined the correlation between employees' polychronic orientation and work outcomes in the hotel business. The study explored whether employees' polychronic orientation predicts job satisfaction, work engagement, job performance, and turnover intention. The study also investigated the employees' polychronic orientation as a factor that influences their intention to leave the organization. The endorsement of these relationships could be utilized in assessing prospects. Furthermore, managers can use time usage preference as a metric to assess whether candidates are comfortable working in the hotel business, which necessitates the capacity to multitask. Potential candidates should have a clear understanding of their desired time allocation before applying for a job to pursue a role that aligns closely with their personality.

Hypotheses of the Research

Based on the previous objectives, we formulated the subsequent hypotheses:

H1: Employees who tend to engage in multiple tasks simultaneously have a positive correlation with their level of job satisfaction.

H2: Employees who have a polychronic orientation are more likely to be highly engaged in their work.

H3: Employees who have a polychronic orientation tend to have higher job performance.

H4: Employees who have a polychronic orientation are less likely to have turnover intentions.

Importance of the Research

The phenomenon of polychronicity has experienced a significant surge in interest in recent years, likely due to the growing 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. Even though turnover has been the subject of numerous studies, limited research has been done to investigate the connections between employees' polychronic orientation and their job satisfaction, work engagement, job performance, and intention to leave the hotel business. Moreover, not much study has been done on the relationship between employee characteristics and work outcomes such as job performance, engagement, contentment, and intention to leave. In particular, polychronic orientation will be examined in this study as a new exceptional feature—that is, as an essential employee trait. The hotel industry is a work environment where effective time use is vital and where multitasking is frequently required within a given specific time. Few studies have been conducted on polychronicity in the hotel business (Araslı et al., 2014). The notion of polychronicity

in hospitality management is relatively new and has not been well studied (Grobelna, 2020). Consequently, it warrants further empirical investigation to gain more comprehensive knowledge, particularly concerning employment within the hotel business. Therefore, this research may help managers recognize polychronicity as a significant personal characteristic.

Theoretical Background and Hypotheses

The hotel sector enhances guest satisfaction by consistently delivering exceptional service. The task at hand appears to be challenging due to the demanding and tense working conditions that are inherent in the hospitality industry (Mohamed 2015; Walker 2014). Choo (2016) states that hotels function continuously, operating 24/7, which necessitates significant face-to-face interaction between staff and visitors. Moreover, the combination of demanding time constraints and deadlines, along with a high turnover rate, results in a significant rise in the excessive workload of employees who are severely stretched in understaffed scenarios (Glińska-Neweś et al., 2020; Grobelna, 2020; Haldorai et al., 2019).

It is observed that employees in hotel environments although working under the same conditions may have varied degrees of job satisfaction, which may come from variances in their individual qualities (Mohamed, 2015). Both practitioners and scholars contend that individual characteristics among employees may influence their behaviors and attitudes toward customer service, customer happiness, and overall hotel success (Grobelna, 2020). Personality traits refer to enduring patterns in individuals' emotions, thoughts, and actions (Cervone & Pervin, 2015). These traits exert an impact on their conduct in various circumstances (Stangor & Walinga, 2021). Lindsay (2008) asserts that time is crucial in comprehending the process and impact of labor on both employees and hotels. One method of categorizing time is by analyzing the employee's work preferences. Polychronicity, coined by Hall (1983), refers to how individuals perceive and manage time. Essentially, an individual's personal choice determines their preferred method of completing tasks. According to Lindsay (2008), polychronic persons exhibit a predilection for engaging in multiple tasks simultaneously. This is in contrast to individuals who have a monochronic orientation and have a preference for sequentially performing tasks, focusing on one task at a time. This is exemplified by the act of performing a single activity, finishing it, and thereafter proceeding to another task. Conversely, an individual with a polychronic orientation might opt to engage in numerous tasks simultaneously, employing parallel processing in their job.

Given the important role of hotel employees in bridging different areas and the need for efficient time management, it is clear that they require specific personal qualities to handle the demanding nature of their jobs and achieve the best results (Arash et al., 2014). Employees with a polychronic orientation prioritize human relationships and interactions. They have a natural inclination to multitask and are well-suited for interactive jobs that require serving a diverse range of guests within specific timeframes and completing multiple tasks simultaneously (Grobelna, 2020; Capdeferro et al., 2014).

The theory of person-job fit provides a fundamental framework that establishes a connection for this line of thought. Person-job fit refers to the correlation between the

attributes of an individual and the demands of the job (Kristof-Brown et al., 2005). According to Jang & George (2012), person-job fit refers to the degree of alignment between employees and their employment. Kristof-Brown et al. (2005) highlighted that there are two primary notions of person-job fit, demands abilities fit, when knowledge, abilities, and skills of employees concur with their job requirements, and needs supply fit, where the wants and desires of employees are addressed by their employment. Hotels must comprehend the concept of person-job fit due to its significant impact on predicting employees' outcomes. Prior research such as (Grobelna, 2020; Babakus et al., 2011; Kristof-Brown et al., 2005; Lauver & Kristof-Brown, 2001; Hambleton et al., 2000) have suggested a favorable influence of person-job fit on job satisfaction and organizational commitment.

Chen et al. (2014) conducted a study in the hotel business which found that employees who have a stronger alignment between their personal characteristics and job requirements tend to have higher levels of workplace engagement. According to Wu et al.'s (2020) study on employees in the service industry, there is a positive and substantial association between the fit of person-job polychronicity and employee well-being in the workplace. Therefore, it is expected that employees with a polychronic orientation in the hospitality service industry will experience various positive work outcomes, including higher job satisfaction, increased work engagement, and reduced intention to quit. These outcomes, in turn, can contribute to the organization's competitive advantage. Thus, individuals with these qualities are particularly valued and sought after in the intricate and demanding hotel industry (Jang & George, 2012).

Polychronicity and Job Satisfaction

Hotels have a very personal relationship with their customers because of the unique characteristics of the service sector. (Jang & George, 2012). For instance according to Zhang (2015), in a restaurant with a lot of customers, staff members must be able to manage several tables at once. To properly attend to the needs of clients, employees' attention must be divided evenly among the number of tables. Employees encounter a variety of unusual and unanticipated events while at work. When an employee is on his way to deliver a check, for instance, a customer who demands individual attention may stop him. When an employee is busy with something else, an angry customer may wave at him to voice their concerns. 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.

It doesn't matter if an employee in the hotel industry wants to multitask, respond to interruptions, or switch between different missions; they have to do these things for work. Person-job fit theory states that it happens when an organization meets the needs, preferences, or desires of its employees (Zhang, 2015). It might also happen when one body—the hotel or the employee—offers what the other needs or both bodies have comparable fundamental characteristics. In this instance, lodging establishments permit staff members to multitask and switch between ongoing tasks. Polychronic-oriented employees, on the other hand, are not upset about the disruption and may even appreciate the change that comes with their work. Thus, the Person-Job Fit Theory is applicable. Consequently, the Person-Job Fit Theory applies since both

bodies fulfill the desires of both parties. In brief, individuals who match their preferences to certain job requirements are more likely to be satisfied with their jobs and feel more satisfied with their jobs overall (Andriani et al., 2021).

Several studies have investigated the link between the polychronic behaviour of the employee and job satisfaction. According to Arndt et al. (2006), an employee's polychronic behavior affects employee satisfaction in both direct and indirect ways. Similar results were also observed by Jang & George (2012). Their findings were in line with the earlier study's findings, which show a strong correlation between employees' polychronic behavior and job satisfaction. With the support of earlier studies, the following hypothesis was supposed:

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

Polychronicity and work engagement

Work engagement is a state of mind in the workplace that is characterized by pleasant feelings, a sense of fulfillment, and high levels of energy, commitment, and focus (Conte et al., 2019). Highly engaged employees demonstrate a strong dedication to their work and exhibit a deep emotional connection to their employment, resulting in a heightened level of commitment to the organization (Shuck et al., 2011). Research has demonstrated a positive correlation between work engagement and job performance (Christian et al., 2011), as well as a negative correlation between work engagement and turnover intentions (Shuck et al., 2011).

Polychronic-oriented workers in the hotel business physically accomplish multiple tasks, believing task switching and multitasking is the best way to perform what they do and feel a sense of emotional fulfillment from their work. Employees at hotels are free to express themselves and follow their beliefs. Consequently, individuals who are polychronic-orientated find meaning in their work and ought to be more engaged at work than those who are monochronic-oriented, who would rather focus on one activity at a time (Jang & George, 2012). Karatepe et al. (2013) stated that polychronic-oriented employees are happy and enthusiastic about their work, which keeps them engaged in what they do. As a result, the following theory was developed, and supported by prior studies:

H2. The polychronic orientation of employees is positively associated with work engagement.

Polychronicity and Job Performance

In a recent study, Fournier (2014) examined the correlation between the polychronic orientation of salespeople and their performance. The author highlighted that polychronic salespersons possess extensive expertise in their field and outperform their colleagues. Several scholars (e.g., Namin, 2016; Conte & Jacobs 2003; Harrison & Martocchio, 1998; Judge et al., 1997) have asserted that understanding the connection between polychronicity and job performance requires recognizing the importance of the profession's character.

The employees' polychronic behaviour is oriented towards problem-solving, enabling them to effectively handle the demanding tasks they encounter. For instance, when interacting with a customer, polychronic front desk personnel are anticipated to concurrently address the requests of other customers. Empirical studies have shown that employees who do not regard many missions as interruptions tend to have positive outcomes in terms of attitude and behaviour (Namin, 2016). Based on Karatepe et al.'s (2014) research, employees in the hotel business who have a preference for polychronic work tend to feel more at ease when the hotel requires them to engage in various activities and move between duties to deliver excellent customer service. According to Namin (2016) and Karatepe et al. (2013), research in the hotel industry shows that employees who participate in polychronic behaviour and are highly committed to their work tend to have better 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

Zhang (2015) and Birdir (2002) assert that a substantial personnel turnover rate is regarded as a prominent and significant challenge encountered by hotels. Both practitioners and researchers have dedicated considerable time and money to comprehending and seeking answers to that challenge. Several variables contribute to the elevated rate of employee turnover intention in hotels. Zhang (2015) stated that there is a substantial relationship between the fit between a person and their job and the likelihood of employees wanting to leave their employment. More precisely, employees who have a lower level of alignment with their organizations are more inclined to express their intention to leave their hotels compared to those who have a higher level of alignment. Monochronic employees are probably dissatisfied at work because of all the interruptions they have to deal with all the time. Additionally, individuals with a monochronic orientation need to keep up with conducting many tasks in a single time block due to their propensity to finish one activity at a time before moving on to another. Employees who are monochronic feel obligated to act against their morals and values, which makes them more likely to quit from such positions. However, employees who are polychronic are more likely to have values that align with those of the hotels. Working in a hotel environment provides polychronic employees with a sense of productivity, fulfillment, and accomplishment since they prefer to multitask and switch between different activities within the same time block. Employees who are polychronic and who think that multitasking and task switching are more likely to achieve personal success at work, which decreases their intention to quit. (Andriani *et al.*, 2021; Zhang, 2015).

According to Jang & George (2012), an employee's ability to fit with the demands of his job is an important factor in decreasing his intention to quit. Consequently, workers with greater levels of polychronicity can feel more comfortable in a hospitality environment where it is expected of them to multitask and switch between tasks to respond to various requirements of customers, 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).

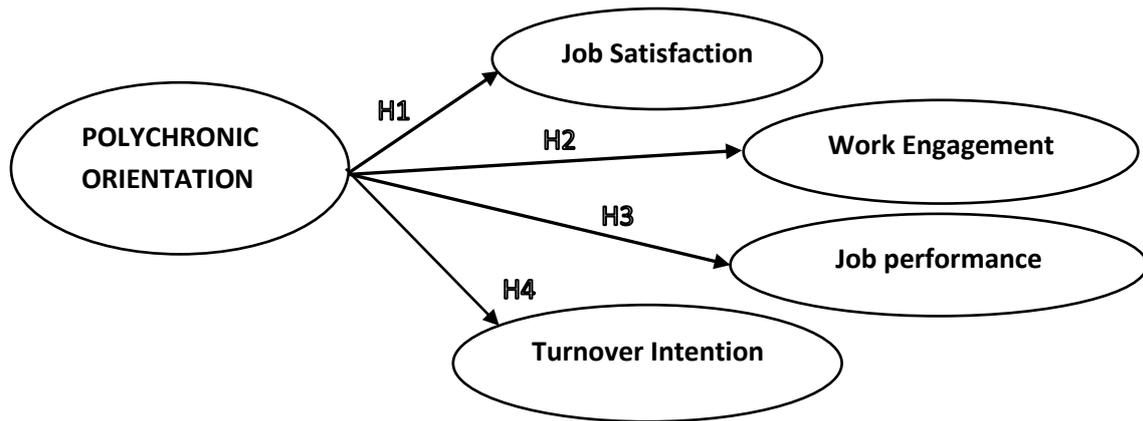


Fig.1. The impact of polychronic orientation of employees on job satisfaction, work engagement, job performance, and turnover intention.

Methodology

Measures and Instrument Development

We utilized a diverse range of literary materials in preparing the survey. We partitioned the survey into two portions. The first component encompassed latent variables and consisted of 36 items about polychronicity, job satisfaction, work engagement, job performance, and turnover intention. The second part focused on the characteristics of the research sample and comprised nine questions. A proficient bilingual professional in both English and Arabic originally composed the survey in English and subsequently rendered it into Arabic. To ensure optimal comprehension and maximize the response rate, we administered the questionnaire in Arabic whenever there was a match.

Polychronicity was assessed using a set of 10 items adapted from the studies conducted by Bluedorn et al. (1999) and Jang & George (2012). However, work performance was assessed using five items taken from the study conducted by Babin and Boles in 1998. While some may contend that employing self-report measures could lead to exaggerated outcomes, Karatepe and Uludag (2008) demonstrated that utilizing a self-report measure to assess work performance does not necessarily lead to systemic prejudice. The job satisfaction of employees was measured using a seven-item scale, which was designed by Chiang et al. (2014) and Kim et al. (2005). Both researchers employed the scale to assess the level of job satisfaction among employees in the hospitality industry, specifically in hotels and restaurants. The measurement of work engagement utilized a nine-item scale, which was established by Schaufeli et al.

(2002). In this research, the employee's turnover intention was measured using a set of five questions. The scale developed by Mitchel (1981) was used for this purpose. All measures were conducted using a five-point Likert-type scale, with "5" representing "strongly agree" and "1" representing "strongly disagree". The survey's second segment comprises eight questions about the respondent's position and demographic profile.

Sampling and Data Collection

This study employed a convenience sampling strategy. The present research employed the convenience sample strategy due to the impracticality of randomization caused by a vast population and limited resources of researchers, as observed in the current study. The participants were sourced from a total of 19 luxury hotels in Sharm El-Sheikh. Sharm El-Sheikh has been selected as the primary case study area due to its high appeal and widespread recognition as a popular tourist destination in Egypt.

According to data from the Ministry of Tourism, Sharm El-Sheikh is the leading city in Egypt in terms of hotel numbers, with a total of 180 hotels. It also boasts the highest number of hotel chains in the country. This quantity is adequate to ensure a substantial sample size. In Egypt, there are a total of 158 luxury hotels with a five-star rating, out of which 33 are specifically situated in the city of Sharm El-Sheikh. The selection of the five-star rating was based on its high desirability among tourists (Nadiri and Tanova, 2010). Moreover, the majority of tourists in Egypt are drawn to five-star hotels (Egyptian Hotel Associations, 2018). The participants also engaged in highly interactive and direct meetings with clients, either in person or through phone communication. They were responsible for addressing numerous requests and resolving complex issues in demanding service encounters. Therefore, this positions them as crucial contributors to enhancing customer satisfaction and cultivating loyalty, reputation, profitability, and market dominance for the organization in question (Daskin, 2015).

The poll was conducted over the timeframe of June-July 2023. Regrettably, this duration was insufficient to provide an adequate number of responses. Consequently, the researcher prolonged the duration by an extra fifteen days. The survey was initially created in English and subsequently translated into Arabic through a process of back-translation. The researcher's acquaintances individually administered the surveys to 220 employees who expressed their willingness to participate in this study. The participants were given the surveys along with an explanation that ensured their confidentiality and anonymity would be protected during the whole research process. A total of 191 surveys were received, out of which nineteen surveys were deemed unsuitable due to a significant amount of missing data. The study collected a total of 172 valid questionnaires, resulting in a response rate of 78.2%.

Data Analysis

The data gathered for this investigation were examined utilizing SPSS version 24. Initially, descriptive features such as frequencies mean with standard deviation, and percentages were calculated. Multiple regression analysis was done to investigate the causal links between polychronic orientation, job performance, job satisfaction, work engagement, and turnover intentions.

Results and Discussion

Reliability Analysis

The scales' reliability was assessed by employing Cronbach's alpha coefficient to gauge internal consistency. This coefficient ranges from 0 to 1, with higher values indicating stronger reliability. The Cronbach's alpha coefficient was found to be greater than 0.82 for the individual constructs and exceeded 0.84 for the total survey, as shown in Table 1. Kilic (2019) states that a value above 0.7 indicates a satisfactory level of internal consistency reliability. All individual constructs have Cronbach's alpha values over 0.7.

Table (1): Coefficient of reliability and validity of the survey

Constructs		No. of items	Cronbach's Alpha
Independent variable	Polychronic orientation	10	0.836
Dependent variables	Job Satisfaction	7	0.821
	Work Engagement	9	0.834
	Job Performance	5	0.832
	Turnover Intention	5	0.853
Overall survey scale		36	0.848

Merely relying on reliability is insufficient to judge an instrument as suitable. Hence, it is necessary to establish the validity of the constructs. Before distributing and finalizing the survey, its content validity was assessed by two human resource managers with over five years of expertise in the hotel sector, as well as by three specialized academics specializing in human resource management. The survey was modified based on their feedback.

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 qualification, 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

Gender	Frequency	Percent
Males	140	81.4
Females	32	18.6
Total	172	100.0
Age	Frequency	Percent
Less than 35 years	120	69.8
35 to less than 40	48	27.9
40 to less than 45	3	1.7
45 years and more	1	0.6
Total	172	100.0
Marital Status	Frequency	Percent
Single	120	69.8
Married	52	30.2
Total	172	100.0
Education	Frequency	Percent
High school	69	40.1
Bachelor of Science	92	53.5
Post	11	6.4
Total	172	100.0
Working tenure	Frequency	Percent
Less than one year	32	18.6
One to less than three years	130	76.2
Three to less than five years	5	2.9
five years and more	5	2.9
Total	172	100.0
Department	Frequency	Percent
Food and beverage	74	42.0
Front Office	22	18.7
Housekeeping	61	31.8
Other	15	7.5
Total	172	100.0

Polychronic orientation and employee work outcomes

This study aimed to create a conceptual model that investigates the connection between the polychronic orientation of hotel employees and various work outcomes, such as job satisfaction, work engagement, job performance, and turnover intention. The study specifically focused on five-star hotels located in Sharm El-Sheikh city.

The table below presents the statistical findings regarding the relationship between employees' polychronic orientation and various factors. It reveals that employees with a polychronic orientation have a strong and positive correlation with job satisfaction ($r = 0.458$), work engagement ($r = 0.387$, $p < 0.01$), and job performance ($r = 0.437$, $p < 0.01$). Conversely, there is a negative correlation between employees' polychronic orientation and their intention to leave the hotel ($r = -0.126$, $p < 0.01$).

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

	1	2	3	4	5
Polychronic orientation	1				
Job satisfaction	.458** .000 172	1			
Work Engagement	.387** .000 172	.700** .000 172	1		
Job Performance	.437** .000 172	.730** .000 172	.932** .000 172	1	
Turnover intention	-.126- .003 172	-.340-** .000 172	-.499-** .000 172	.183** .043 172	1

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

Polychronicity and job satisfaction

Table (4) indicates that there was a statistically significant impact between employees' polychronic orientation and job satisfaction ($\beta = 0.376$, $p < 0.001$). A statistically significant level was observed in the multiple regression analysis for the variables of job satisfaction and polychronic orientation ($F = 399.739$, $p = < 0.001$). With an adjusted R^2 of 13.6% between the two variables, polychronicity accounted for 13.6% of the variance in work satisfaction overall. The first hypothesis that said "*H1: Employees who tend to engage in multiple tasks simultaneously have a positive correlation with their level of job satisfaction.*" was supported.

Table (4): The Impact of Polychronicity on job satisfaction

R	R-Square	Adjusted R Square	Std. Error of the Estimate
.376 ^(a)	.141	.136	.17395

Model	Sum of Squares	df	Mean Square	F	Sig.
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Regression	12.095	1	12.095	399.739	0.000
Residual	5.144	171	.030		
Total	17.239	172			

Standardized Coefficients^(a)					
	Model		Beta	T	Sig.
(Constant)				.837	0.000
Polychronic orientation			0.376	19.993	0.000

^(a)Dependent Variable: Job Satisfaction

There is an anticipated favorable correlation between polychronicity and job satisfaction among hotel staff. Employees who experience a greater level of job satisfaction are those who derive pleasure from multitasking and readily embrace customer interruptions. The attributes of individuals who exhibit polychronic behaviour align well with the demands of the hotel setting. To provide the optimal alignment between employees and hotels. Consequently, hotel managers must examine a candidate's time utilization preference to choose the most suitable employee for the hotel. The previous finding aligns with the conclusions drawn by Jang & George (2012) and Arndt et al., (2006), who asserted that employees with a polychronic orientation experience a favorable and significant increase in job satisfaction. Furthermore, Karatepe et al. (2014) elucidated that personnel with a polychronic orientation, working in the hotel business, experience greater ease when the hotel requires them to engage in various activities by transitioning between duties in order to deliver services of exceptional quality.

Polychronicity and work engagement

To investigate the role of polychronic orientation of employees 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 (5): The Impact of polychronicity on employee work engagement

R	R-Square	Adjusted R Square	Std. Error of the Estimate
.459 ^(a)	.210	.207	.19670

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.937	1	11.664	301.457	0.000
Residual	3.304	171	.039		
Total	18.241	172			

Standardized Coefficients^(a)					
	Model		Beta	T	Sig.
(Constant)				.879	0.000
Polychronic orientation			0.459	17.363	0.000

^(a)Dependent Variable: Work Engagement

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 above result suggests that polychronicity can enhance employee engagement, as polychronic-oriented people tend to be energetic and fully absorbed in their work. This finding corroborated the previous assertion made by Vizcaíno et al. (2021), demonstrating that employees who exhibit polychronicity are more adept at multitasking and are more likely to have job engagement (Asghar et al., 2021; Karatepe et al., 2013) .

The preceding findings highlight that employees that exhibit polychronic behaviour are more actively involved in their work compared to their counterparts in the hotels under investigation. More precisely, employees who effectively manage many tasks simultaneously exhibit increased levels of energy and foster stronger engagement with their work, resulting in a greater sense of satisfaction and immersion in their tasks .

Based on the aforementioned evidence, it may be inferred that individuals with a polychronic orientation who engage in multitasking will exhibit higher levels of work engagement. This outcome validates the second hypothesis, which states that “*H2: Employees who have a polychronic orientation are more likely to be highly engaged in their work*”.

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 “*H3: Employees who have a polychronic orientation tend to have higher job performance*”

Table (6): The Impact of Polychronicity on job performance

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.537 ^(a)	.288	.279	.19670		
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.142	1	13.142	301.457	0.000
Residual	7.344	171	.043		
Total	20.486	172			
Standardized Coefficients^(a)					
	Model		Beta	T	Sig.
(Constant)				.280	0.000
Polychronic orientation			0.537	17.442	0.000

^(a)Dependent Variable: Job Performance

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, the fourth hypothesis “H4: Employees that have a polychronic orientation are less likely to have turnover intentions” was supported.

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

R	R-Square	Adjusted R Square	Std. Error of the Estimate		
.475 ^(a)	.226	.129	.96390		
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6949.44	1	6949.44	114.832	0.165
Residual	23602.12	171	60.518		
Total	30551.57	172			
Standardized Coefficients ^(a)					
	Model		Beta	T	Sig.
(Constant)				102.951	0.003
Polychronic orientation			-0.477-	-10.716-	0.165

^(a)Dependent Variable: Turnover Intention

The employees' intention to leave the hotel was found to be negatively correlated with their polychronic orientation. This finding confirmed the hypothesis that employees who have higher polychronic orientation levels would be less likely to intend to leave the hotel. Being involved in a polychronic setting can be very stressful and frustrating for monochronic personnel, which could be part of the explanation. Additionally, Jang & George (2012) clarified that due to their different orientations on time management, working together between monochronic and polychronic employees may be a source of conflict and contention. For example, individuals who are monochronic perceive

those who are polychronic as unfocused, anxious, and confusing. On the other hand, employees who are polychronic, view their actions as appropriate, practical, and effective. When people experience a monochronic attitude in a polychronic workplace, they may start to consider quitting especially quickly. As a result, a hotel environment is defined as a polychronic workplace where employees must complete multiple tasks within a particular time limit. Individuals who have a strong polychronic orientation may even indicate that they intend to stay in their hotels.

Conclusion

This study aims to address the lack of research in the hotel industry by examining the relationship between employees' polychronic orientation and their work outcomes, such as job satisfaction, work engagement, job performance, and turnover intention. The findings indicate that employees who have a polychronic attitude are more inclined to experience satisfaction, engagement, high performance, and long-term retention in their positions. This is because they derive enjoyment from multitasking and handling multiple activities simultaneously.

As the hotel work environment becomes more complex and challenging, It is crucial to take into account how polychronicity affects the results of work. Hotels are known for their time-critical environment, where multitasking is typically necessary within a specified timeframe. This study found that different time-use habits affected a few factors linked to job results. Employing people based on their appropriateness for the work is an inexpensive investment that will pay off highly (Zhang, 2015). Therefore, hotel managers should administer personality tests to candidates or propose behavioral interview questions to them to better match them with jobs that enable them to utilize most of their skills and abilities.

Therefore, by taking into account candidates' degree of polychronicity, human resource managers may be able to improve work outcomes—such as job satisfaction, engagement, and performance—while also decreasing employees' desire to leave their jobs. Human resource managers could create and implement an assessment tool to test candidates' polychronic orientation and gauge how much they would like to switch between two or more tasks in the same time block. To evaluate an applicant's knowledge, skills, interpersonal relationships, ability to handle various duties, potential abilities, and ability to handle a heavy workload in a single time block, interviewers can exclude unsuitable candidates by providing scenarios.

Managers should be able to determine from candidates' responses if they have a suitable monochronic or polychronic orientation based on previous jobs, and they should be able to predict that an applicant with this orientation will likely be successful at switching among multiple tasks in the future.

Additionally, monochronic employees are still necessary for employment in hotels despite the positive association that exists between polychronic employees' orientation and their work engagement, job satisfaction, performance, and intention to leave. Both monochronic and polychronic staff members are required in hotel environments, as noted by Jang & George (2012). As a result, human resource managers need to be effective at fitting each employee into a position that best suits their abilities and personalities. Human resource managers should, for instance, assign polychronic-oriented people to jobs like front desk employees in hotels, where it is common for

staff to switch between different tasks. On the flip side, jobs like the housekeeping department, where an employee must finish one duty before starting another, should be assigned to monochronic individuals. Such a position would be an effective technique to boost job satisfaction, engagement, and performance and help reduce employee turnover intention, which is considered a big and severe problem 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 the employee helps to create the best person-job fit between hotels and the employee. It also improves work outcomes such as job satisfaction, engagement, and performance, and reduces the turnover intention of employees. In addition, hotels may develop training programs to enhance the 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 the personality traits and preferences of hotel employees helps 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 five-star hotels, and one study area (Sharm El-Sheikh), it is rather difficult to make generalizations from these findings. For the Future, similar research should be conducted in other countries and other service sectors using a bigger sample size, Cross-sectional data, and longitudinal approach. It will be essential and recommended to investigate a large representative population for future research. This study also yielded a weak relationship between the 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 to leave the job. Therefore, future research is needed to examine other personality traits in terms of polychronicity. This study provides evidence concerning the 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.

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استكشاف توجه العاملين نحو تعدد المهام في الفنادق المصرية

الملخص العربي

لوقت دور هام لأداء المهام في الفنادق وخاصة عندما يتطلب العمل التحول المتكرر بين أكثر من مهمة في ذات الوقت، وهذا يحتاج من العاملين في المنشآت الفندقية أن يكون لديهم قبول وتوجه إيجابي لأداء أكثر من مهمة في وقت محدد أثناء العمل. من هنا جاءت هذه الدراسة لإستكشاف توجه العاملين نحو تعدد المهام في الفنادق المصرية من خلال قياس العلاقة والاثربين قبول العاملين للتوجه نحو تعدد المهام كمتغير مستقل وبين كلاً من المتغيرات التالية (الرضا، الاندماج الوظيفي، الأداء الوظيفي، ونية ترك العمل). حيث تم تصميم استبانة وتوزيعها على عدد (172) من العاملين بالفنادق الخمس نجوم في مدينة شرم الشيخ. وأظهرت النتائج أن التوجه نحو تعدد المهام كان له أثر إيجابي ومعنوي على كلاً من: الرضا الوظيفي، الاندماج الوظيفي، الأداء الوظيفي للعاملين بالفنادق، وكان له أثر سلبي ومعنوي على نواياهم لترك العمل.