

The Effect of Polychronicity on Employee Engagement: Conditional Process of Job Satisfaction and Compensation

Rian Andriani*, Disman Disman

Universitas Adhirajasa Reswara Sanjaya, Bandung, West Java, Indonesia

ARTICLE INFO

Article history:

Received: 15 April 2022

Revised: 8 May 2023

Accepted: 12 May 2023

JEL Classification:

J24, M12, M52

DOI:

10.14414/jebav.v26i1.2994

Keywords:

Polychronicity, Employee engagement, Job satisfaction, Compensation, Conditional process

ABSTRACT

The health industry has the third highest voluntary turnover rate in the world; thus, the degree of participation in the health industry is still relatively low. Low employee engagement continues to make employee engagement an intriguing issue of study, notably in Indonesia. According to a survey, 76% of employees are not engaged in their work. This study aims to investigate the effect of polychronicity on employee engagement with the conditional process of job satisfaction as a mediating variable and compensation as a moderating variable. Testing the model using the PROCESS statistical tool version 3.5, the sample was determined based on the Slovin formula so that 212 individuals participated in the study. According to the findings, compensation is effective in moderating the effect of polychronicity on job satisfaction, compensation is effective in moderating the effect of polychronicity on employee engagement, and compensation is effective in moderating the effect of job satisfaction on employee engagement. Each interaction is in a high category. The study implicates the result of the analysis of the conditional process model on the effect of polychronicity, job satisfaction, and compensation on employee engagement in the health industry.

ABSTRAK

Industri kesehatan memiliki tingkat voluntary turnover tertinggi ketiga di dunia, sehingga tingkat partisipasi karyawan masih cukup rendah. Employee engagement yang rendah terus menjadi isu kajian yang menarik, khususnya di Indonesia. Menurut survei, 76% karyawan merasa tidak terlibat dalam pekerjaan mereka. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh polychronicity terhadap employee engagement dengan conditional process kepuasan kerja sebagai variabel mediasi dan kompensasi sebagai variabel moderasi. Pengujian model conditional process menggunakan alat statistik PROCESS versi 3.5, sampel ditentukan menggunakan rumus Slovin sehingga 212 individu berpartisipasi dalam penelitian ini. Berdasarkan temuan penelitian, kompensasi efektif memoderasi pengaruh polychronicity terhadap kepuasan kerja, kompensasi efektif memoderasi pengaruh polychronicity terhadap employee engagement, dan kompensasi efektif memoderasi pengaruh kepuasan kerja terhadap employee engagement. Setiap interaksi berada pada kategori tinggi. Implikasi dalam penelitian ini adalah menganalisis model conditional process tentang pengaruh polychronicity, kepuasan kerja dan kompensasi terhadap employee engagement di industri kesehatan.

1. INTRODUCTION

Employee engagement continues to be an interesting topic to research (Amjed et al., 2021), including in Indonesia, due to low employee engagement. According to a survey conducted by Gallup Indonesia, the results show that 76% of employees are categorized as not engaged at work, 11% are actively disengaged, and only 13% are fully engaged (Park et al., 2019). A company's biggest challenge is retaining employees (Arasli et al., 2018). Retaining employees is one of the strategies that affect the company's growth. Companies

* Corresponding author, email address: rian_andriani@ars.ac.id

and their employees suffer financially and morally due to high staff turnover. Employees actively involved in their work are likelier to remain loyal, whereas disengaged employees are likelier to withdraw their efforts and eventually leave (Izvercian et al., 2016). Several aspects that can affect the level of turnover intention are employee engagement and job satisfaction (Labrague et al., 2018). Individuality features such as polychronicity (multitasking behavior) might increase job happiness and minimize employee desire to quit, in addition to excellent work performance (Zhang & Rau, 2016).

The healthcare industry has the third-highest voluntary turnover rate worldwide (Bares, 2017), so it can be concluded that the level of engagement in the health industry is still very low. In the healthcare business, the issue is finding the best experts and rapid expansion that is not matched with Human Resource (HR) preparation. A firm's most important success factor is its ability to maintain and manage its human resources (Andriani & Disman, 2019). The issue in the healthcare industry is locating the greatest professionals and the rapid expansion that is not matched with HR preparedness. One of the most important factors in a company's success is its ability to maintain and manage human resources (Sentoso, 2018). The company's success in competing in a highly competitive market causes them to be more choosy when hiring HR individually. HR is crucial in the service industry (Çınar et al., 2014).

In the culture, polychronic employees want to work on many projects simultaneously and feel that this is a good method to accomplish things (Andriani & Sembiring, 2019). A polychronic timeline emphasizes individual engagement and transaction completion rather than adherence to a schedule. Individuals in polychronic cultures interact with several individuals simultaneously and continue to engage with one another (Andriani & Disman, 2020). Polychronic time or polychronicity is the propensity for individuals to combine or transition between two or more activities simultaneously. 'Polychrons' are typically quite adaptable with their schedules and fairly at ease with multitasking (Robinson & Kalafatis, 2017). Individuals with high polychronic will be very suitable for decision-making tasks involving idea generation, problem-solving, and negotiation. The polychronic orientation is, by definition, compatible with the capacity to assess several alternatives at the same time, one of the defining characteristics of effective decision-making (Suttikun et al., 2018).

Employees' willingness to quit a company is influenced by their level of job satisfaction (Brimhall et al., 2014). In Indonesia, 72% of those polled stated they plan to look for a new job in the coming year. Unsatisfied employees are more likely to look for new jobs, resign, or even abandon the company (Robbins & Judge, 2018). Employees who are dissatisfied with their jobs will attempt to quit the business. Job satisfaction is a key predictor of whether an employee will stay or leave a company (Alniaçik et al., 2013) and influences employees' decisions to leave an organization (Brimhall et al., 2014). Therefore, job satisfaction can influence employee engagement (Andriani et al., 2019).

It was shown that companies with high levels of employee engagement outperform their counterparts regarding financial performance, cost reduction, and profit growth (Beardwell & Thompson, 2017). To increase employee engagement, the company must show evidence of compensation and commensurate benefits (O'Loughlin, 2016). If compensation is administered well, it will assist the organization in achieving its objectives and acquiring, retaining, and motivating individuals. On the other hand, individuals without proper remuneration are likely to leave the organization, and it is difficult to reassign them (Noor & Rokhimakhumullah, 2017). As a result of dissatisfaction with perceived lesser salaries, performance will suffer, complaints will escalate, and strikes will lead to physical and psychological acts. Dimensions in compensation such as salary, incentives, bonuses, health insurance, leave, pensions, promotion opportunities, recognition, and rewards together affect employee engagement (Kurniawan & Nurtjahjanti, 2017).

Compensation significantly contributes to employee engagement (Maisonni et al., 2019). The higher the compensation provided by the company to its employees, the larger the effect it will have on employee engagement because employees will no longer be concerned with meeting their basic needs and those of their families; despite their shortcomings, they will be able to hold their own and provide the goods for the corporation (Aubert et al., 2014). It will directly impact the degree of engagement of employees who have earned appreciation and recognition (Dajani, 2015).

Based on the description above, it can be concluded that polychronicity behavior that is carried out effectively can increase employee job satisfaction and employee engagement, which is moderated by compensation. Research questions in this study are:

1. How is the analysis of the categorical moderation model on the effect of polychronicity and

- compensation on the job satisfaction of employees in the health industry?
2. How is the analysis of the conditional process model on the effect of polychronicity, job satisfaction, and compensation on employee engagement in the health industry?

Figure 1 shows a conceptual framework for this research.

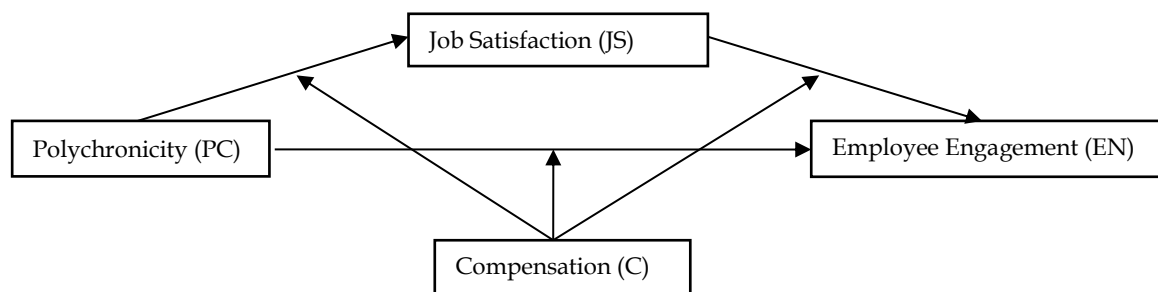


Figure 1. Conceptual Framework

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Polychronicity

Polychronicity refers to the degree to which individuals enjoy switching between many tasks at the same time. For example, “at the same time” literally refers to “a very short span of time” or instantaneous in the idea of polychronicity. Polychronic time has evolved into two distinct forms: (1) multitasking and (2) assignment transfer. A cultural dimension has been characterized as polychronic (Bluedorn et al., 1999). Task switching reflects an individual’s preference for acting on things in no particular sequence within a given period (Asghar et al., 2020). “An individual’s preference for switching attention between present tasks, rather than focusing on one activity to completion and then another” is the definition of polychronicity (Poposki & Oswald, 2019). Polychronic individuals are at ease participating in several activities. Individuals with a polychronic orientation anticipate engaging in several activities over time, planning to switch between tasks and projects (Jang & George, 2012).

A polychronic individual is more easily distracted than a monochronic person, has a more sophisticated knowledge network, and pays less attention to formal time constraints. They also used the term “high context” to describe highly polychronic culture (Capdeferro et al., 2014; Grobelna, 2019). In any communication, knowing the context is essential to grasp the meaning of what is being stated. Monochronic individuals like to finish one task before going on to the next. Regarding relationships, polychronic people prioritize building lasting bonds with loved ones, friends, and co-workers (Zhu & Smith, 2019). Polychronic prefer to see scheduled events as routine rather than as deviations or interruptions and manage many projects simultaneously (Andriani et al., 2019).

Polychronic individuals are believed to comprehend and anticipate when their participation is required, even if it involves completing numerous activities simultaneously, allowing them to switch between different tasks and projects (Jang & George, 2012). The three characteristics of polychronicity are often connected to time usage choice, context, and the tangibility of time (Ikuesan et al., 2019).

Job satisfaction

Job satisfaction relates to workers in the workplace, what they should get out of work, and the interests or values that workers contribute to their work. Numerous factors, including the nature of employment, co-workers, and income, impact individuals’ views regarding their jobs (Risman et al., 2016). As a highly complicated and variable concept, various individuals can understand job satisfaction differently in different settings. Job satisfaction prioritizes creating an attitude, an internal atmosphere associated with a sense of individual achievement, both quantitative and qualitative (Khuong & Vu, 2014). Individuals are individually invested in their professional responsibilities. Work engagement correlates with job satisfaction because managers are responsible for creating a productive work environment. The term “work engagement” is applicable (Verquer et al., 2003). Job satisfaction positively affects employee engagement (Andriani et al., 2021; Badawy et al., 2016; Huang et al., 2015; Shoshani & Eldor, 2016).

Compensation

When employees' efforts are recognized, they earn financial and non-financial benefits as compensation (Antony, 2019; Insan & Yuniawan, 2016). All employees receive financial or non-financial remuneration depending on corporate policies and attempts to promote their well-being, such as paid holidays and pensions. Compensation can be financial, monetary, or anything that can be assessed in terms of money, or it can be non-financial, such as awards, positions, working conditions, and others (Mujanah, 2019).

Compensation is a system that can guarantee satisfaction for the organization's members, thereby allowing the organization to grasp employees, retain them, and employ a variety of individuals with positive attitudes and behaviors to work productively for the organization's benefit. Indicators used to measure employee compensation (Sentoso, 2018) are wages and salaries, incentives, allowances, and facilities. The company can use these indicators to compensate its employees properly. Employees will be more committed to the firm's mission if the company pays them a fair wage.

Employee Engagement

A positive attitude at work is a great way to boost job satisfaction, and a combination of enthusiasm, dedication, and absorption may achieve it. A positive work ethic is characterized by pride in one's accomplishments, a willingness to attempt new things, and perseverance in facing hurdles and distractions (Yeh, 2014). Additionally, "engagement" defines an individual's devotion to their employer, co-workers, and superiors. Engaged employees have a positive outlook on the organization (Schiemann, 2014) and contribute novel ideas to the workplace, are enthusiastic about their work, take the initiative, are active in making efforts to advance themselves, promote co-workers and advance the business, align beyond the organization's vision and mission, move forward and support colleagues' work, have a confident, positive mindset, overcome obstacles, and are focused on and accountable to the organization (Shuck & Reio, 2014).

An engaged employee is an individual who is totally invested in and excited about their work, such that they will act to further the organization's goals. Engagement is the degree of employees' positive or negative emotional attachment to their work, co-workers, and organization. Workers rewarded at work are likelier to learn and work for the company (Beardwel & Thompson, 2017). A good attitude towards the company and its ideals indicates employee engagement. Employers must foster a relationship with their employees that raises awareness of the business context and employee engagement to increase work performance for the company's benefit (Beardwel & Thompson, 2017). Employee engagement is a positive attitude of individual employees in the organization to the extent that employees are attached to their work so that they can strengthen their commitment to work so that they have a competitive advantage by achieving maximum productivity, optimal customer service, and reducing employee turnover (Zagladi et al., 2015). Employee engagement consists of various systematic stages so that they participate when disconnecting from work, through efforts to make decisions so that they will be responsible and have ownership of decisions when participating in it (Pringgabayu & Kusumastuti, 2016).

Engagement provides the psychological connotation of presence when holding and fulfilling organizational positions (Lu et al., 2016). According to Kahn, high engagement levels can result in beneficial results for individuals, such as the satisfaction associated with a job well done. Engagement is indicated when the individual has favorable feelings toward his work, finds the activity meaningful, considers the amount of work to be handled, and has optimism for the job's future (Fernet et al., 2017). Engagement is a positive outlook on real labor; it is a transient and unstable phenomenon only recognized when individuals are intellectually and emotionally invested in their professional duties (Beardwel & Thompson, 2017).

Engagement is the consequence of multiple highly integrated methods of human resource management that shape and guide behavior, thought, action, and cultural patterns (Beardwel & Thompson, 2017). Engaged workers may give the fundamentals for a company to traverse a tumultuous business climate. Regarding organizational performance, top-performing employees transcend beyond HR activities and become a core component of the prevalent culture. Engagement is a strategic business approach supported by policies that drive organizational change and improvement. Due to a lack of possibilities to participate in work-based choices and restricted opportunities to have their opinions heard, many employees are grossly underutilized in the workplace (Beardwel & Thompson, 2017). The three dimensions of engagement are vigor, dedication, and absorption (Schaufeli et al., 2002).

Polychronicity and Employee Engagement

Polychronicity affects employee engagement (Andriani et al., 2021). Engaged employees have an attachment to remain loyal to their company; meanwhile, disengaged employees intend to leave the company and are ready to withdraw their energy and resign (Shuck & Reio, 2014). One of the factors of employee turnover intention is the work environment (communication, political environment, co-worker behavior) which results in employee dissatisfaction. The work situation is the main reason for employee resignation (Wen et al., 2020).

Polychronicity and Job Satisfaction

Positive job traits such as polychronicity can increase job satisfaction and suppress employee intentions to resign (Conte et al., 2019). Polychronicity can increase job satisfaction, reducing turnover (Jang & George, 2012). Employees dissatisfied with their jobs will leave the organization, look for new positions and even resign (Robbins & Judge, 2018). Positive jobs can increase employee retention (Bianchi, 2016). Job satisfaction is an important predictor for employees who want to retain or leave the company, and when they are dissatisfied, they will try to leave the organization (Alniaçik et al., 2013).

Job Satisfaction and Employee Engagement

High job satisfaction can increase employee engagement (Badawy et al., 2016; Shoshani & Eldor, 2016; Zhang et al., 2018). There is the fact that individuals are personally involved in their job roles because work engagement has a relationship with job satisfaction and the role of managers to strengthen a conducive work environment to refer to employee work engagement (Andriani et al., 2021).

Moderating Role of Compensation

Compensation is the key to targeting employees to work to get money to meet their needs which is one of the satisfactions at work (O'Loughlin, 2016). Compensation can strengthen or weaken employee behavior at work and their proportion in multitasking activities to fulfill job satisfaction. In addition, polychronic cultures are cultures in which people value and therefore practice, engaging in several activities and tasks at the same time (Grobelsna, 2019). Furthermore, to increase job satisfaction and employee engagement, companies must provide evidence of commensurate compensation and benefits (Pringgabayu & Kusumastuti, 2016).

3. RESEARCH METHOD

The conditional process model is tested using path analysis based on ols (ordinary least square) regression. Hayes created both spss version 25 and process version 3.5, used in the bootstrap technique. This test examines the effects of the independent variable on the dependent variable in three ways: directly, indirectly, and as a whole. The conditional process model, or the 59th model proposed by Hayes, serves as the theoretical framework for this study. Conditional properties of χ^2 's indirect and direct (mediation component) impact on y in the causal system may be estimated and understood using conditional process analysis (moderation component) (Hayes, 2018). The conditional process model is an innovative way of analyzing employee engagement research since it incorporates moderating and mediating components into a single model based on earlier research findings. The conditional process model research may close the conceptual and statistical research gaps by evaluating employee engagement factors. Analyzing the processes that convey influence between variables, conditional process analysis explains and comprehends conditional features (Hayes, 2018).

Students of the master's degree program in hospital management focus at Adhirajasa Reswara Sanjaya University who work in the health industry (doctors, nurses, and other health workers) and are dispersed throughout Indonesia, numbering up to 452 individuals comprise the population of this study. The sample was determined utilizing the Slovin formula with a 5% alpha level (Sugiyono, 2013), so 212 individuals participated – survey results on polychronicity, job satisfaction, compensation, and employee engagement. Likert scales are commonly used to convey agreement or disagreement on various topics since they are simple and can be broken down into seven distinct categories (Badawy et al., 2016).

Instrument measurements in this study used latent variables (indicators on each research variable). Polychronicity indicators include time use preference, context, and tangibility (Zhang & Rau, 2016). Job satisfac-

tion includes job, salary, promotion opportunities, supervision, and co-workers (robbins & judge, 2018). Besides, compensation includes direct and indirect compensation (salisu et al., 2015). Indicators of employee engagement consist of vigor, dedication, and absorption (lu et al., 2016).

4. DATA ANALYSIS AND DISCUSSION

Categorical Moderation Model on the Effect of Polychronicity and Compensation on Job Satisfaction

Categorical moderation model hypothesis testing on the effect of polychronicity and compensation on job satisfaction can be seen in Table 1. Based on Table 1, it can be concluded that polychronicity affects job satisfaction which is moderated (interacted) by compensation (p-value = 0.003).

Table 1. Categorical moderation model hypothesis testing

Hypothesis	Relation	Coefficient	P-value
H _{1,1}	PC→JS	-1.299	0.012
H _{1,2}	C→JS	-0.005	0.870
H _{1,3}	PC*C →JS	0.031	0.003

Visualization of compensation interaction moderates the effect of polychronicity on job satisfaction can be seen in Figure 2. Figure 3 shows the conceptual diagram of the effect of polychronicity on job satisfaction. Furthermore, the statistical diagram of the effect of polychronicity on job satisfaction is presented in Figure 4. The conceptual diagrams and statistical diagrams in Figures 3 and 4 are called the categorical moderation model (there is a moderating variable without a mediating variable).

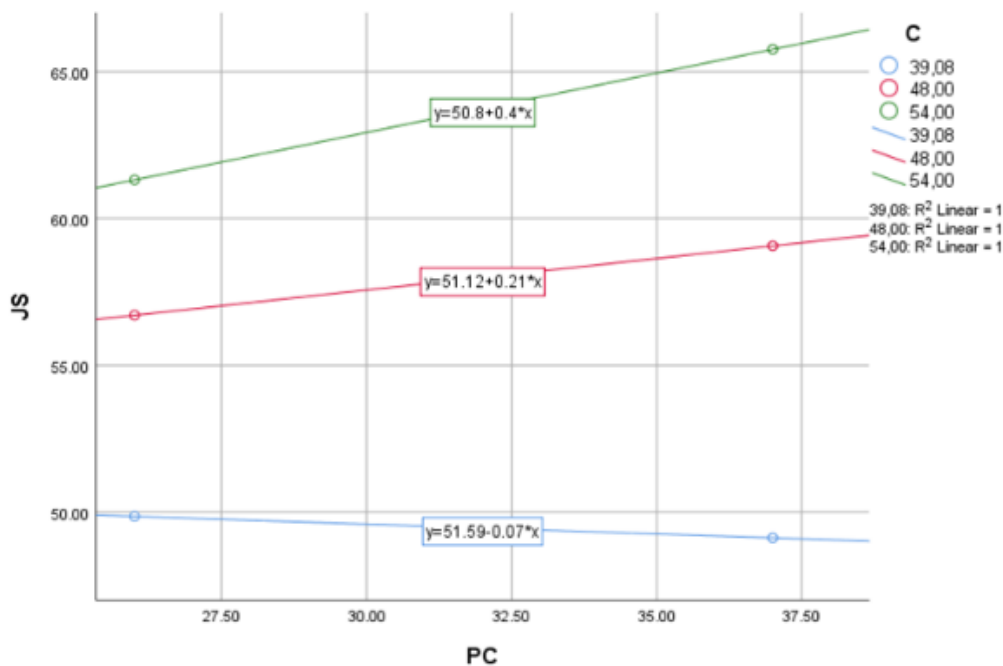


Figure 2. Visualization of compensation interaction moderates the effect polychronicity on job satisfaction

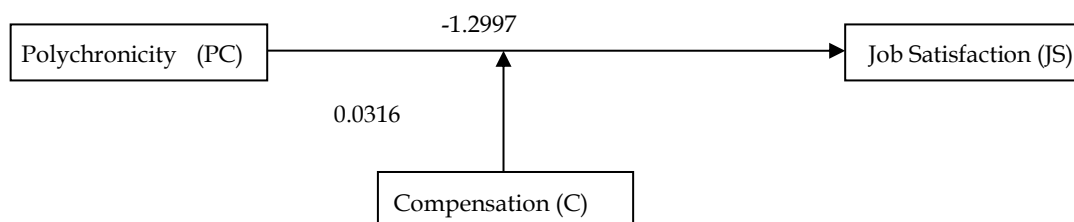


Figure 3. Conceptual diagram of the effect of polychronicity on job satisfaction

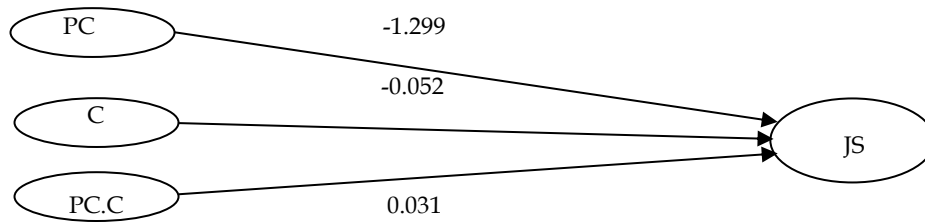


Figure 4. Statistical Diagram of the Effect of Polychronicity on Job Satisfaction

Conditional Process Model on the Effect of Polychronicity, Job Satisfaction, and Compensation on Employee Engagement

Hypothesis testing the conditional process model on the effect of polychronicity, job satisfaction, and compensation on employee engagement can be seen in Table 2. Table 2 shows that polychronicity affects employee engagement mediated by job satisfaction and moderated (interacted) by compensation (p-value = 0.008 & 0.017).

Table 2. Hypothesis testing the conditional process model

Hypothesis	Relation	Coefficient	P-value
H _{2.1}	PC→EN	-0.715	0.014
H _{2.2}	JS→EN	0.392	0.000
H _{2.3}	C→EN	0.153	0.388
H _{2.4}	PC*C→EN	0.016	0.008
H _{2.5}	JS*C→EN	-0.005	0.017

Visualization of compensation interaction moderates the effect of polychronicity on employee engagement, as shown in Figure 5. In contrast, visualization of compensation interaction moderates the effect of job satisfaction on employee engagement, as seen in Figure 6. Furthermore, Figure 7 presents the conceptual diagram of the effect of polychronicity on employee engagement, and Figure 8 shows the statistical diagram of the effect of polychronicity on employee engagement. Conceptual diagrams and statistical diagrams in Figures 7 and 8 are called conditional process models (there are mediating and moderating variables).

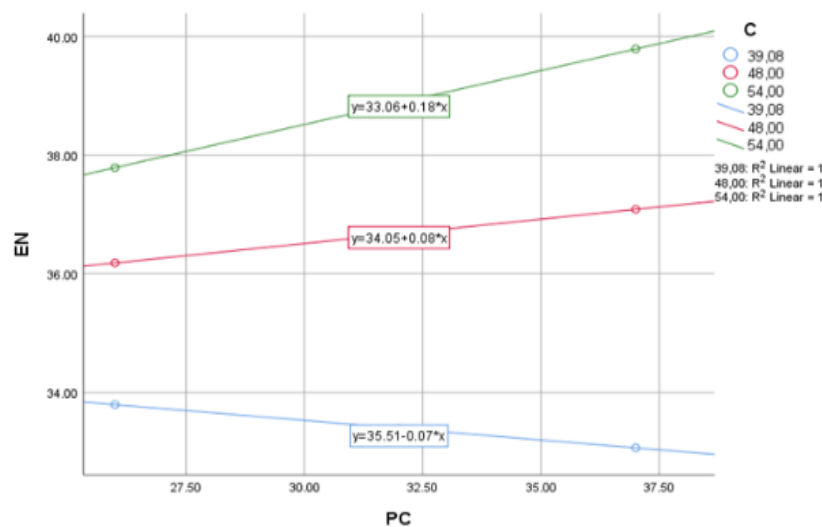


Figure 5. Visualization of compensation interaction moderates effect of polychronicity on employee engagement

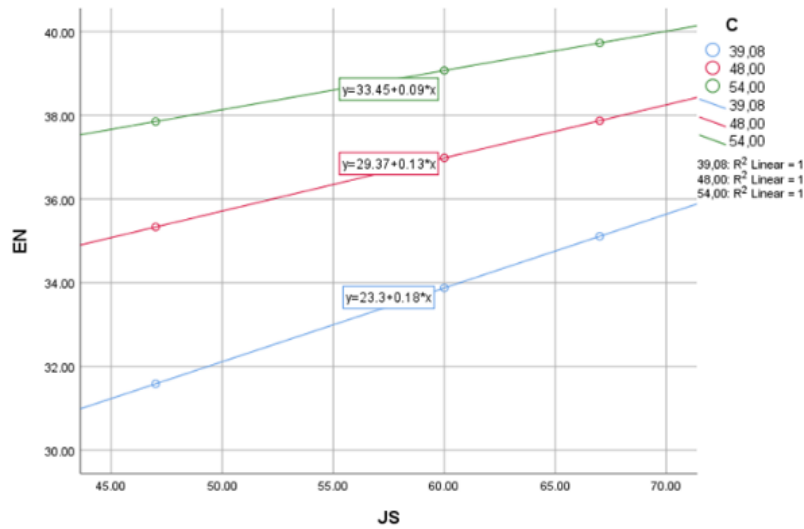


Figure 6. Visualization of compensation interaction moderates effect of job satisfaction on employee engagement



Figure 7. Conceptual diagram of the effect of polychronicity on employee engagement

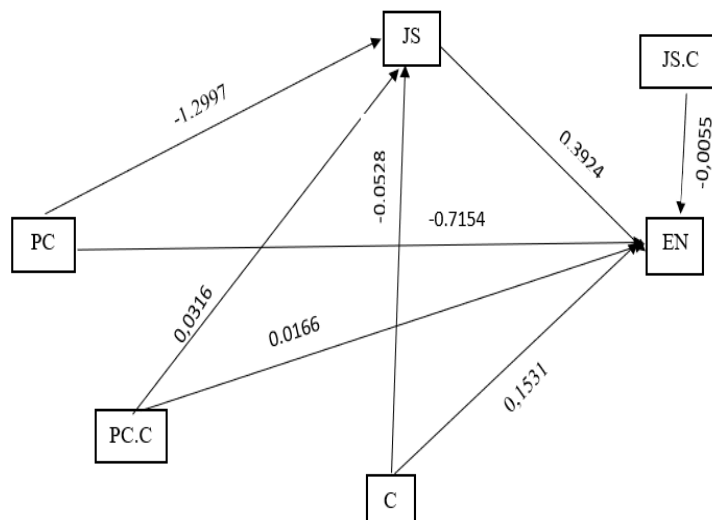


Figure 8. Statistical diagram of the effect of polychronicity on employee engagement

Discussion

The form of interaction can be seen through visualization on the correlation line in the low, medium, and high groups (16th, 50th, and 84th percentile). Visualization of compensation interactions moderating the effect of polychronicity on job satisfaction is shown in Figure 2. Compensation (C) has been shown effective in moderating the effect of polychronicity (PC) on job satisfaction (JS). In Figure 2, the interaction visualization

results are obtained at the 84th percentile (green line) so that it is in the high category, meaning that compensation has a high interaction in increasing the effect of polychronicity on the job satisfaction of health industry employees in Indonesia.

Positive job characteristics such as polychronicity (multitasking behavior) can increase job satisfaction (Robinson & Kalafatis, 2017). For polychronicity, satisfaction levels are suggested to reduce anxiety evoked by multitasking situations that are inherently challenging in getting work done. However, it turns out that in this study, the more employees behave in multitasking, they feel dissatisfied. It can be due to several factors, including work overload, which is ultimately associated with the salary or benefits they get (O'Loughlin, 2016).

Visualization of compensation interactions moderating the effect of polychronicity on employee engagement is shown in Figure 5. Compensation (C) has been shown effective in moderating the effect of polychronicity (PC) on employee engagement (EN). Furthermore, the interaction visualization results are obtained at the 84th percentile (green line) so that it is in the high category, meaning that compensation has a high interaction in increasing the influence of polychronicity on employee engagement in the health industry in Indonesia.

Visualization of compensation interactions moderating the effect of job satisfaction on employee engagement is shown in Figure 6. Compensation (C) is effective in moderating the effect of job satisfaction (JS) on employee engagement (EN). The interaction visualization results are obtained at the 84th percentile (green line) so that it is in the high category, meaning that compensation has a high interaction in increasing the effect of job satisfaction on employee engagement in the health industry in Indonesia.

Polychronic employees are highly engaged in their work because they are energetic, highly engaged, and happy (Karatepe et al., 2013). Engaged employees experience a combination of job satisfaction, organizational commitment, work engagement, and empowerment (Beardwell & Thompson, 2017). Job satisfaction and engagement are two important positive dimensions of job-related well-being. Thus, job satisfaction is an individual's affective reaction to their job in general or about different aspects (e.g., compensation) (O'Loughlin, 2016).

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Compensation is proven effective in moderating the effect of polychronicity on employee job satisfaction. It means that polychronicity behavior can increase the job satisfaction of health industry employees in Indonesia moderated by appropriate compensation. More specifically, the higher the effectiveness of polychronicity and the appropriate level of compensation, the higher the job satisfaction of health industry employees in Indonesia.

Compensation is proven effective in moderating the effect of polychronicity on employee engagement, meaning that polychronicity behavior can increase employee engagement in Indonesia's health industry, which is moderated by appropriate compensation. Compensation is found effective in moderating the effect of job satisfaction on employee engagement, meaning that employee job satisfaction can increase employee engagement in the health industry in Indonesia, which is moderated by appropriate compensation. The higher the level of effectiveness of polychronicity, the level of employee satisfaction, and the appropriate level of compensation, the higher the engagement of health industry employees in Indonesia.

Companies must build and sustain a work environment rich in culture, relationships, and roles to keep their employees engaged. To promote a culture of employee engagement, it is necessary to consider shifting expectations and patterns of behavior while developing tactics to boost levels of engagement. For a highly engaged staff, there are five things that leaders must accomplish to adjust their efforts and plans to focus on the most important targets. The step is to provide employees with the tools they need to succeed at their promotion opportunities and teamwork support and to help people grow and improve themselves, as well, in times of need, lend assistance, and express gratitude.

For future researchers, it is suggested that to take respondents who are more specific in their positions, for example, at the low management, middle management, or top management levels, so that it will be known at which level the level of engagement is higher so that it can be analyzed to obtain a solution. This research is also limited to variables, respondents, and research sites, so it is recommended that further researchers be able to expand the study and research objects to get updates and input for scientific development, especially in human resource management.

REFERENCES

- Alniaçik, E., Alniaçik, Ü., Erat, S., & Akçin, K. (2013). Does person-organization fit moderate the effects of affective commitment and job satisfaction on turnover intentions? *Procedia - Social and Behavioral Sciences*, 99, 274–281. <https://doi.org/10.1016/j.sbspro.2013.10.495>
- Amjed, Q. U. A., Ali, M., Ali, M., & Munir, M. (2021). Effect of work engagement on employee performance: Investigating the moderating role of polychronicity. *International Journal of Disaster Recovery and Business Continuity*, 12(1), 310-320.
- Andriani, R., & Disman. (2019). Marital status dan gender: Investigasi kepuasan kerja karyawan hotel. *Jurnal Ilmu Manajemen Dan Bisnis*, 10(1), 101–106.
- Andriani, R., Disman, Ahman, E., Yuniarsih, T., & Santoso, B. (2019). Polychronic behaviors: The role of job residency and education level. *International Journal of Entrepreneurship*, 23(3), 1–5. <https://www.abacademies.org/articles/Polychronic-behaviors-the-role-of-job-residency-and-education-level-1939-4675-23-3-297.pdf>
- Andriani, R., & Disman, D. (2020). Polychronicity in the hotel industry in Bandung City. In *Advances in Business, Management and Entrepreneurship*. Taylor & Francis Group.
- Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2021). Polychronicity: Model and analysis of conditional process toward employee turnover intentions. *Journal of Innovation in Business and Economics*, 5(01). <https://doi.org/https://doi.org/10.22219/jibe.v5i01.15867>
- Andriani, R., & Sembiring, N. H. (2019). Implementation of polychronicity behavior in frontline employees PT. Taman Wisata Candi Borobudur. *Journal of Indonesian Tourism, Hospitality and Recreation*, 2(2), 119–126. <https://doi.org/10.17509/jithor.v2i2.20978>
- Antony S. (2019). Kompensasi dan pelatihan kerja pada keterikatan karyawan hotel berbintang 4 di Batam. *Jurnal Ekonomi & Ekonomi Syariah*, 2(1), 96–107.
- Arasli, H., Hejraty Namin, B., & Abubakar, A. M. (2018). Workplace incivility as a moderator of the relationships between polychronicity and job outcomes. *International Journal of Contemporary Hospitality Management*, 30(3), 1245–1272. <https://doi.org/10.1108/IJCHM-12-2016-0655>
- Asghar, M., Gull, N., Tayyab, M., Zhijie, S., & Tao, X. (2020). Polychronicity at work: Work engagement as a mediator of the relationships between job outcomes. *Journal of Hospitality and Tourism Management*, 45, 470–478. <https://doi.org/10.1016/j.jhtm.2020.10.002>
- Aubert, N., Garnotel, G., Lapied, A., & Rousseau, P. (2014). Employee ownership: A theoretical and empirical investigation of management entrenchment vs. reward management. *Economic Modelling*, 40, 423–434. <https://doi.org/10.1016/j.econmod.2013.12.011>
- Badawy, T. A. El, Alaadin, Y., & Magdy, M. M. (2016). Succession planning, job engagement and job satisfaction: the missing link. *Middle East Journal of Management*, 3(1), 1. <https://doi.org/10.1504/MEJM.2016.077108>
- Bares, A. (2017). 2016 Turnover rates by industry. Accessed from <https://www.compensation-force.com/2017/04/2016-turnover-rates-by-industry.html>
- Beardwel, J., & Thompson, A. (2017). *Human Resource Management: A Contemporary Approach* (8th edition). Pearson.
- Bianchi, R. (2016). Occupational and non-occupational strains should be concomitantly considered in research on burnout, organizational commitment, and turnover intention. *International Journal of Nursing Studies*, 53, 403–404. <https://doi.org/10.1016/j.ijnurstu.2015.10.005>
- Bluedorn, A. C., Kalliath, T. J., Strube, M. J., & Martin, G. D. (1999). Polychronicity and the Inventory of Polychronic Values (IPV): The development of an instrument to measure a fundamental dimension of organizational culture. *Journal of Managerial Psychology*, 14, 205–231. <https://doi.org/10.1108/02683949910263747>
- Brimhall, K. C., Lizano, E. L., & Mor Barak, M. E. (2014). The mediating role of inclusion: A longitudinal study of the effects of leader-member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers. *Children and Youth Services Review*, 40, 79–88. <https://doi.org/10.1016/j.childyouth.2014.03.003>
- Capdeferro, N., Romero, M., & Barberà, E. (2014). Polychronicity: review of the literature and a new configuration for the study of this hidden dimension of online learning. *Distance Education*, 35(3), 294–310. <https://doi.org/10.1080/01587919.2015.955249>
- Çınar, O., Karcioğlu, F., & Aslan, İ. (2014). The Relationships among Organizational Cynicism, Job Insecurity and Turnover Intention: A Survey Study in Erzurum/Turkey. *Procedia - Social and Behavioral Sciences*,

150, 429–437. <https://doi.org/10.1016/j.sbspro.2014.09.045>

Conte, J. M., Aasen, B., Jacobson, C., O'Loughlin, C., & Toroslu, L. (2019). Investigating relationships among polychronicity, work-family conflict, job satisfaction, and work engagement. *Journal of Managerial Psychology*, 34(7), 459–473. <https://doi.org/10.1108/JMP-01-2018-0046>

Dajani, M. A. Z. (2015). Job performance and organisational commitment in the Egyptian banking sector. *Journal of Business and Management Sciences*, 3(5), 138–147.

Fernet, C., Trépanier, S. G., Demers, M., & Austin, S. (2017). Motivational pathways of occupational and organizational turnover intention among newly registered nurses in Canada. *Nursing Outlook*, 65(4), 444–454. <https://doi.org/10.1016/j.outlook.2017.05.008>

Grobelna, A. (2019). Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes: A case study from Poland. *International Journal of Contemporary Hospitality Management*, 31(1), 349–369. <https://doi.org/10.1108/IJCHM-08-2017-0501>

Hayes, A. F. (2018). Introduction to Mediation, Moderation, and Conditional Process Analysis (2nd edition). The Guilford Press.

Huang, M., Li, P., Meschke, F., & Guthrie, J. P. (2015). Family firms, employee satisfaction, and corporate performance. *Journal of Corporate Finance*, 34, 108–127. <https://doi.org/10.1016/j.jcorpfin.2015.08.002>

Ikuesan, A. R., Razak, S. A., Venter, H. S., & Salleh, M. (2019). Polychronicity tendency-based online behavioral signature. *International Journal of Machine Learning and Cybernetics*, 10, 2103–2118. <https://doi.org/10.1007/s13042-017-0748-7>

Insan, P. D., & Yuniawan, A. (2016). Pengaruh gaya kepemimpinan partisipatif, lingkungan kerja, kompensasi dan budaya organisasi terhadap kinerja karyawan. *Diponegoro Journal of Management*, 5(1), 1–13.

Izvercian, M., Potra, S., & Ivascu, L. (2016). Job Satisfaction Variables: A Grounded Theory Approach. *Procedia - Social and Behavioral Sciences*, 221, 86–94. <https://doi.org/10.1016/j.sbspro.2016.05.093>

Jang, J., & George, R. T. (2012). Understanding the influence of polychronicity on job satisfaction and turnover intention: A study of non-supervisory hotel employees. *International Journal of Hospitality Management*, 31(2), 588–595. <https://doi.org/10.1016/j.ijhm.2011.08.004>

Karatepe, O. M., Karadas, G., Azar, A. K., & Naderiadib, N. (2013). Does work engagement mediate the effect of polychronicity on performance outcomes? A study in the hospitality industry in Northern Cyprus. *Journal of Human Resources in Hospitality and Tourism*, 12(1), 52–70. <https://doi.org/10.1080/15332845.2013.723266>

Khuong, M. N., & Vu, P. Le. (2014). Measuring the effects of drivers organizational commitment through the mediation of job satisfaction a study in Ho Chi Minh City, Vietnam. *International Journal of Current Research and Academic Review*, 2(2), 1–16.

Kurniawan, B. W., & Nurtjahjanti, H. (2017). Hubungan antara persepsi terhadap kompensasi dengan employee engagement pada karyawan PT. X. *Empati*, 5(4), 732–737.

Labrague, L. J., Gloe, D. S., McEnroe-Petitte, D. M., Tsaras, K., & Colet, P. C. (2018). Factors influencing turnover intention among registered nurses in Samar Philippines. *Applied Nursing Research*, 39(November 2017), 200–206. <https://doi.org/10.1016/j.apnr.2017.11.027>

Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary Hospitality Management*, 28(4), 737–761. <https://doi.org/10.1108/IJCHM-07-2014-0360>

Maisonni, H., Yasri, Y., & Abror, A. (2019). Effect of organizational culture, leadership and compensation on employee engagement in Coca-cola Amatil Indonesia Central Sumatra. *Human Resources*, 3(2).

Mujanah, S. (2019). *Manajemen Kompensasi*. CV. Putra Media Nusantara.

Noor, D., & Rokhimakhumullah, F. (2017). The effect of performance measurement system and remuneration to employee performance with organizational culture as a moderating variable. *Journal of Innovation in Business and Economics*, 01(01), 93–100.

O'Loughlin, C. R. (2016). The moderating effects of selection, optimization, and compensation on the relationships between polychronicity and work-family conflict, organizational citizenship behaviors, and burnout. In *ProQuest Dissertations and Theses*. San Diego State.

Park, S., Johnson, K. R., & Chaudhuri, S. (2019). Promoting work engagement in the hotel sector: review and analysis. *Management Research Review*, 42(8), 971–990. <https://doi.org/10.1108/MRR-03-2018-0126>

Poposki, E. M., & Oswald, F. L. (2019). The multitasking preference inventory: Toward an improved

measure of individual differences in polychronicity. *Human Performance*, 23(3), 247-264. <https://doi.org/10.1080/08959285.2010.487843>

Pringgabayu, D., & Kusumastuti, D. (2016). Peningkatan keterikatan karyawan melalui sistem rekrutmen, desain pekerjaan, kompensasi dan iklim organisasi dengan lingkungan kerja sebagai variabel moderasi. *Jurnal Bina Ekonomi*, 20(10), 163-178.

Risman, K. L., Erickson, R. J., & Diefendorff, J. M. (2016). The impact of person-organization fit on nurse job satisfaction and patient care quality. *Applied Nursing Research*, 31, 121-125. <https://doi.org/10.1016/j.apnr.2016.01.007>

Robbins, S. P., & Judge, T. A. (2018). *Essentials of Organizational Behavior* (14th edition). Pearson Publishing.

Robinson, H. R., & Kalafatis, S. P. (2017). The 'Polychronicity - Multiple Media Use' (P-MMU) scale: a multi-dimensional scale to measure polychronicity in the context of multiple media use. *Journal of Marketing Management*, 33(17-18), 1421-1442. <https://doi.org/10.1080/0267257X.2017.1383297>

Salisu, J. B., Chinyio, E., & Suresh, S. (2015). The impact of compensation on the job satisfaction of public sector construction workers of Jigawa state of Nigeria. *The Business & Management Review*, 6(4), 282-296.

Schaufeli, W., Salanova, M., González-romá, V., & Bakker, A. (2002). The Measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. <https://doi.org/10.1023/A:1015630930326>

Schiemann, W. A. (2014). From talent management to talent optimization. *Journal of World Business*, 49(2), 281-288. <https://doi.org/10.1016/j.jwb.2013.11.012>

Sentoso, A. (2018). Pengaruh Lingkungan Kerja, Kepemimpinan, Kompensasi dan Pelatihan Kerja pada Keterikatan Karyawan Hotel Berbintang di Batam. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 2(1), 96-107. <https://doi.org/10.36778/jesya.v2i1.34>

Shoshani, A., & Eldor, L. (2016). The informal learning of teachers : Learning climate, job satisfaction and teachers ' and students ' motivation and. *International Journal of Educational Research*, 79, 52-63. <https://doi.org/10.1016/j.ijer.2016.06.007>

Shuck, B., & Reio, T. G. (2014). Employee engagement and well-being: a moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58. <https://doi.org/10.1177/1548051813494240>

Sugiyono. (2013). Metode penelitian pendidikan: Pendekatan kuantitatif, kualitatif, dan R&D. Alfabeta.

Suttikun, C., Chang, H. J., & Bicksler, H. (2018). A qualitative exploration of day spa therapists' work motivations and job satisfaction. *Journal of Hospitality and Tourism Management*, 34, 1-10. <https://doi.org/10.1016/j.jhtm.2017.10.013>

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person-organization fit and work attitudes. *Journal of Vocational Behavior*, 63(3), 473-489. [https://doi.org/10.1016/S0001-8791\(02\)00036-2](https://doi.org/10.1016/S0001-8791(02)00036-2)

Wen, B., Zhou, X., Hu, Y., & Zhang, X. (2020). Role stress and turnover intention of front-line hotel employees: The roles of burnout and service climate. *Frontiers in Psychology*, 11(January), 1-13. <https://doi.org/10.3389/fpsyg.2020.00036>

Yeh, Y. P. (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management*, 36, 94-100. <https://doi.org/10.1016/j.jairtraman.2014.01.002>

Zagladi, A. N., Hadiwidjojo, D., Rahayu, M., & Noermijati. (2015). The role of job satisfaction and power distance in determining the influence of organizational justice toward the turnover intention. *Procedia - Social and Behavioral Sciences*, 211, 42-48. <https://doi.org/10.1016/j.sbspro.2015.11.007>

Zhang, W., Roberts, K. R., Jang, J., & Durtschi, J. (2018). Why Do People Leave? A Study of Nonsupervisory Restaurant Employees' Polychronic Time Use Preference and Turnover Intention. *International Journal of Hospitality & Tourism Administration*, 00(00), 1-19. <https://doi.org/10.1080/15256480.2018.1547237>

Zhang, Y., & Rau, P. L. P. (2016). An Exploratory Study to Measure Excessive Involvement in Multitasking Interaction with Smart Devices. *Cyberpsychology, Behavior, and Social Networking*, 19(6), 397-403. <https://doi.org/10.1089/cyber.2016.0079>

Zhang, Z. (2019). The effect of library indoor environments on occupant satisfaction and performance in Chinese universities using SEMs. *Building and Environment*, 150(October 2018), 322-329. <https://doi.org/10.1016/j.buildenv.2019.01.018>

Zhu, Y., & Smith, S. A. (2019). Information and Communication Technology Support for Contextualization, Polychronic Values, and Job Satisfaction: Evidence From Virtual Teams. *International Journal of Business Communication*. <https://doi.org/10.1177/2329488419832075>