THE INFLUENCE OF POLYCHRONIC TIME USE ON JOB SATISFACTION, WORK
ENGAGEMENT, AND TURNOVER INTENTION: A STUDY OF NON-SUPERVISORY
RESTAURANT EMPLOYEES

by

WENHAO ZHANG

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Approved by:

Major Professor
Kevin R. Roberts

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Abstract

The present study examined polychronicity, an individual's preference on engaging in multiple activities simultaneously as opposed to one at a time. In the restaurant setting, it is critical to understand whether a server prefers to engage in and switch among multiple tasks because it directly impacts the level of job satisfaction and work engagement the server experiences. The purpose of the study was to present a comprehensive view on relationships among time use preference, job satisfaction, work engagement, and turnover intention within a restaurant context. It was hypothesized that polychronicity positively predicted employee job satisfaction and work engagement and negatively predicted employee turnover intention. The sample of 251 respondents were full-time food and beverage servers working at full-service restaurants in the United States. A principle component factor analysis with varimax rotation was conducted to identify the factor structure of polychronicity, job satisfaction, work engagement, and turnover intention. Multiple regression analysis was utilized to empirically test the proposed hypotheses. The result of the analysis supported that polychronicity positively predicted job satisfaction and work engagement. In addition, both job satisfaction and work engagement negatively predicted turnover intention. However, the result did not support the hypothesized negative relationship between polychronicity and turnover intention. The findings of the study will assist restaurant managers in selecting candidates that best fit their organization. It will also assist employees in determining which career path best matches their personality traits. Managerial implications, limitations of this study, and direction for future study were discussed.

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Dedication

In memory of my grandfather Maoquan Zhang, who had always wanted to see me succeed academically. I would not have been able to come this far and become the person I am today without him.

Chapter 1 - Introduction

The examination of employees' job satisfaction, work engagement, and turnover intention has been well developed in the studies of the hospitality industry. Antecedents including organizational commitment (Martin, 2004; Silva, 2006), work environment, the nature of the job, rewards associated with the job (Lam, Baum, & Pine, 2001), and organizational socialization (Yang, 2010) have been studied by a number of researchers in order to examine the high turnover rate of the industry. Besides the other antecedents, polychronicity, known as the extent to which people prefer to engage in multiple tasks simultaneously (Palmer & Shoorman, 1999), was also studied to determine its connection with job satisfaction, turnover intention (Arndt, Arnold, & Landry, 2006; Jang & George, 2012), and work engagement (Karatepe, Karadas, Azar, & Naderiadib, 2013).

The hospitality industry is well known for its fast-pace, ever-changing work environment. Therefore, in order to obtain a good fit between the employees and the organization, people who work in the service industry need to possess adequate characteristics and personal preferences that would best fit the industry (Jang & George, 2012). This concept is supported by the person-organization fit theory introduced by Kristof (1996).

Kristof defined person-organization fit as the compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics, or both. Polychronic-oriented employees prefer conducting several activities at the same time. They enjoy switching among multiple tasks and do not resent interruptions at work (Bluedorn, 1998). Employees who work in a restaurant are expected to have the capability of handling several tasks at once. Interruptions at work are frequent and servers are required to rotate among multiple tables. As a result, polychronic-oriented

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employees' time use preference is compatible with the work environment in a restaurant, which involves multitasking, task switching behaviors, and frequent interruptions from guests. Furthermore, person-organization fit will positively impact work outcomes such as job satisfaction, work engagement, and negatively impact turnover intention (Kristof, Zimmerman, & Johnson, 2005).

Arndt, Arnold, and Landry (2006) conducted research on retail employees who work in pharmacies and found a positive relationship between polychronicity and job satisfaction, and a negative relationship between polychronicity and turnover intention. Later, Jang and George (2012) examined the relationship among polychronicity, job satisfaction, and turnover intention on employees who work at two full-service hotels in metropolitan areas. They found similar results, concluding that polychronicity positively predicts job satisfaction and negatively predicts turnover intention. Karatepe, Karadas, Azar, and Naderiadib (2013) directed their research on full-time frontline employees in several five-star hotels in the Turkish Republic of Northern Cyprus. They suggested that polychronic employees are engaged in their work because they are energetic and are strongly involved and happily immersed in their work (Karatepe et al., 2013). The result of their research showed that polychronicity was positively correlated with work engagement.

Justification

In order to deliver quality service to customers and to successfully deal with customer requests and problems, restaurant servers need be able to engage in and switch among a number of tasks in challenging service encounters. The nature of the restaurant industry requires restaurant servers to be patient with interruptions and flexible with unexpected incidents. A server is considered a better fit for the restaurant if he/she carries compatible characteristics with

the restaurant. It is critical to examine restaurant servers' time use preference because it directly affects how satisfied and engaged employees are, which ultimately leads to reduced employee turnover intention. Several researchers in the hospitality industry have studied polychronicity as the extent of one's time use preference. However, a more comprehensive study is needed to examine how polychronicity influences job satisfaction, work engagement, and turnover intention. The results of this research, conducted with restaurant servers, will allows restaurant managers to select candidates that best fit their organizations.

Purpose of Study

The purpose of this study was to investigate the relationship among polychronic-oriented servers, their job satisfaction, work engagement, and turnover intention. The examination of the relationships among these variables addressed the question of whether polychronicity helps to predict job satisfaction and work engagement. It also examined polychronicity as an antecedent of employee turnover intention. The confirmation of these relationships could serve as useful pre-hiring information for restaurant managers. In addition to regular personality tests like the Big Fives, human resource departments could use candidates' time use preference as a reference to test whether they feel comfortable working in an environment that requires multitasking skills. Before applying for a job, it would be in the applicants' best interest to know their preference of time allocation in order for them to pursue a position that best fits their personality.

Research Questions

Several researchers have found that ploychronicity positively relates to job satisfaction, work engagement, and negatively relates to turnover intention among employees that work in retail stores and hotels (Arndt, Arnold & Landry, 2006; Jang & George, 2012; Karatepe, Karadas et al. 2013). However, there is a paucity of research related to polychronicity and its relationship

to job satisfaction, work engagement, and turnover intention in the restaurant industry. Therefore, specific research questions included:

RQ1. Does restaurant server's preference on conducting and switching among multiple tasks positively influence their job satisfaction?

RQ2. Does restaurant server's preference on conducting and switching among multiple tasks positively influence their work engagement?

RQ3. Does restaurant server's preference on conducting and switching among multiple tasks negatively influence their turnover intention?

RQ4. Does restaurant server's job satisfaction negatively influence their turnover intention?

RQ5. Does restaurant server's work engagement negatively influence their turnover intention?

Hypotheses

Specific hypotheses are outlined and a complete diagram of all five hypotheses is presented in Figure 1.1.

H1. Polychronicity positively predicts restaurant servers' job satisfaction.

H2. Polychronicity negatively predicts restaurant servers' turnover intention.

H3. Job satisfaction negatively predicts turnover intention among non-supervisory restaurant servers.

H4. Polychronicity positively predicts restaurant servers' work engagement.

H5. Work engagement negatively predicts turnover intention among non-supervisory restaurant servers.

Figure 1.1. The impact of polychronicity on job satisfaction, work engagement and turnover intention.
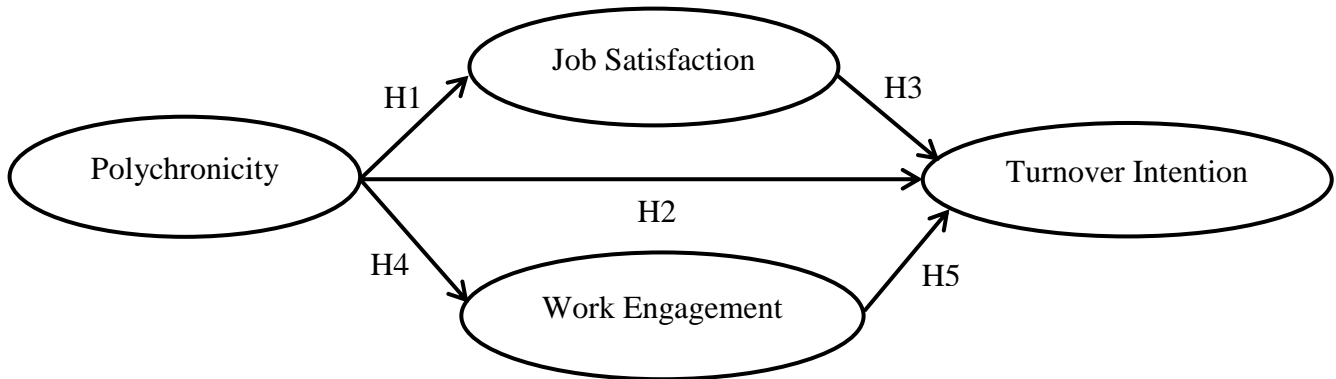
Significance of Study

Even though previous studies have examined polychronicity with various work outcomes in the hotel environment, the effects of polychronicity on job satisfaction, work engagement, and turnover intention in restaurant settings have not been explored. In addition, a well-rounded study was needed to test the comprehensive relationship of all four variables, especially the relationship among polychronicity, work engagement, and turnover intention. In order to examine polychronicity in a work setting other than hotels, this study addressed polychronicity as an employee preference on how they allocate their time, which ultimately affects that person's perception of job satisfaction, work engagement, and turnover intention in the restaurant environment. The results of the study helped to develop a better understanding, and distinguish between the different concepts of polychronicity and the selection of polychronic-oriented employees in a restaurant.

Limitations of Study

Although this study examined the comprehensive relationship among polychronicity, job satisfaction, and turnover intention in the restaurant industry, there were a couple limitations. First of all, over 75% of the respondents participated in this study were Caucasians, which

indicated that the sample was lack of diversity and the result cannot be generalized to all ethnicity groups. In addition, using a single self-reporting questionnaire for data collection can cause common method errors resulting from the respondents' recall bias, social desirability bias and errors in self-observation.

Definition of Terms

Time-Tangibility Aspect of Polychronicity: The extent to which time is perceived within a culture as being quantifiable (Poposki & Oswald, 2010).

Context Aspect of Polychronicity: The framework, background, and surrounding circumstances in which communication or an event takes place (Hall & Hall, 1990).

Time Use Preference Aspect of Polychronicity: The extent to which people prefer to engage in multiple tasks simultaneously (Palmer & Shoorman, 1999).

Person-organization Fit: The compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics or both (Kristof, 1996).

Job Satisfaction: A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1967).

Work Engagement: The simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and to others (Kahn, 1990).

Turnover Intention: The conscious and deliberate willfulness to leave the organization (Tett & Meyer, 1993).

Chapter 2 - Literature Review

Polychronicity

The term "polychronicity" was first introduced by Edward T. Hall (1959) in his book, *The Silent Language*. Hall was interested in the tacit dimension of culture, which he considered a powerful frame for the perception of people and events. In the earlier stage of his research, Hall focused on the behavioral aspect of polychronicity and explained polychronicity as conducting several activities simultaneously. Later, during an interview with Allen Bluedorn (1998), Hall broadened the definition of polychronicity as people value, and therefore practice, engaging in multiple activities and events in the same time block (Bluedorn, 1998). This definition includes the behavioral element of multitasking, as well as the evaluation of conducting such behavior. Hall believed that polychronic people prefer and value conducting several activities at the same time and therefore practice their preference. In order to define polychronicity clearly and thoroughly, both polychronicity as people's preference and as an aspect of behavior will be discussed.

Hall (1983) suggested two dimensions in regard to people's preference on different time use, monochronicity and polychronicity. People in a monochronic culture prefer working on one task at a time. They do not like being disturbed or doing many things at one time. They find having different tasks in progress or leaving unfinished tasks upsetting. On the other hand, a polychronic culture values having many tasks in progress and doing multiple things at one time. Hall (1983) and Hall & Hall (1990) suggested that monochronic people tend to see time as linear and tangible. Therefore, time is seen as a resource that can be divided into different time blocks that can be scheduled and managed. The cultures of North America and Northern Europe are good examples of monochronic cultures. In contrast, people in polychronic cultures tend to do

many things at once and it is rare for them to devote themselves to only one task at a time. People in such cultures seem to have no problem leaving unfinished tasks behind. Examples of polychronic cultures are those of the Latin America, and the Mediterranean (Hall, 1983; Hall & Hall, 1990). In the past 40 years, the definition and use of polychronicity has developed and expanded after its first introduction by Hall. There are three distinct dimensions that are typically associated with the construct of polychronicity. These include time use preference, context, and time tangibility (Palmer & Shoorman, 1999).

Time Use Preference

The time use preference aspect of polychronicity has been defined as the extent to which people prefer to engage in multiple tasks simultaneously (Palmer & Shoorman, 1999). Other authors refer to time use preference as task-switching, which is the preference and practice for moving between or among tasks in a given block of time (Frei, Racicot, & Travagline, 1999). Arndt, Arnold, and Landry (2006) noted that the more routine the task, the easier it is to manage. To illustrate, it would be more difficult to write a paper and have a conversation simultaneously than to walk and have a conversation, for walking is more routine than wiring a paper (Arndt, Arnold & Landry, 2006). Task switching infers leaving a task unfinished and beginning another one (Arndt, Arnold & Landry, 2006). Therefore, a polychronic person could engage in multiple activities by moving back and forth among different tasks. With this logic, while it might frustrate a monochromic-oriented person to leave an unfinished task to engage in another one, a polychronic-oriented person finds engaging in and switching among multiple tasks efficient and fulfilling. The restaurant environment is where polychronicity has significant impact on servers due to the varied, extremely harried, and demanding nature of their role. Restaurant servers are often required to leave one task for the purpose of fulfilling another with the timing and nature of

such interruption being extremely difficult to predict. Tasks that highlight the need for task-switching and multitasking in the restaurant environment include greeting new tables, giving personal attention to certain customers, dealing with customer complaints, answering phone calls, and frequent communication with peers, kitchen staff, and management team.

Context

Hall and Hall (1990) proposed the concept of high versus low context as a way of understanding different cultural orientations. A high-context culture is one in which people are deeply involved with each other. In high-context cultures, a structure of social hierarchy exists, and individual's inner feelings are kept under strong self-control. Information is widely shared through simple messages with deep meaning. A low-context culture is one in which people are highly individualized, somewhat alienated, and fragmented, and there is relatively little involvement with others. As a result, social hierarchy, as well as society in general, imposes less on individuals' lives, and communication between people is more explicit and non-personal (Hall & Hall, 1990). Context is a central theme in Hall's examination of polychrinicity. The view is also reflected in the work of others who often use polychrinicity and context interchangeably (Palmer & Schoorman, 1999).

In monochronic cultures, such as Northern Europeans and North Americans, people prefer to do things in a structured and linear manner – one at a time, and tend to be well organized and punctual. In polychronic cultures, such as Latin America and the Middle East, people are laidback, less concerned about how long a process takes, and tend to entertain multiple demands and handle several tasks simultaneously (Gong, 2009). While monochronic cultures emphasize schedules and promptness, polychronic cultures stress involvement of people and are results-oriented, instead of adhering to the present time scheme. Therefore, according to

Kotable and Helsen (2001), monochronic cultures are often low-context cultures, while polychronic cultures are associated with high-context cultures.

Time-tangibility

Poposki and Oswald (2010) defined time tangibility as the extent to which time is perceived within a culture as being quantifiable (i.e., is time segmented or does it flow). Hall (1959) referred to tangibility in his description of polychronicity as a commodity. He explained that time is conceived of as something that can be bought and sold, is able to be saved, wasted, or spent, ultimately, a tangible resource that can be harnessed and managed.

On the other hand, time intangibility serves only as a backdrop against which events unfold. It is not amenable to control and manage because it is ethereal and ephemeral (Palmer & Schoorman, 1999). For this reason, polychronic cultures view time as a continuously flowing river, never ending from past to future. Time is less structured and is undividable. In polychronic cultures, time is not kept strictly by observance of the clock or of strict schedules. Kaufman and Lindquist (1999) described that, compared to polychronic cultures, monochronic cultures consider time to be divided into discrete units, such as days, hours, and decades. These units can be organized into a daily routine. For them, various activities fit nicely into the resulting time blocks. This leads to the desire to plan in detail, develop schedules, and keep track of activities. Therefore, time tangibility is identified with monochronic orientation while time intangibility is identified with polychronic orientation.

While there are three different constructs to polychronicity, context and time tangibility are rarely discussed in research studies. Instead, polyhronicity as a time use preference has been examined more frequently and used by researchers to test its relationships with other variables. Throughout the past 50 years, researchers have studied polychronicity with plan setting (Hall &

Hall, 1990), relationship with others (Hall & Hall, 1990), gender (Bluedorn, Kaufman, & Lane, 1992; Manrai & Manrai, 1995), education (Kaufman, Lane & Lindquist, 1991), work overload (Kaufman et al, 1991), job satisfaction (Arndt, Arnold & Landry, 2006; Jang & George, 2012; Arash, Daskin & Saydam, 2014), work engagement (Karatepe, Karadas, Azar & Naderiadib, 2013), job performance (Souitaris and Maestro 2010; Karatepe, Karadas, Azar & Naderiadib (2013), turnover intention (Arndt, Arnold, & Landry, 2006; Jang & George, 2012), employees' organization-based self-esteem (Hui, Lee, & Niu, 2010), and employees' well-being (Hecht & Allen, 2005).

Hall and Hall (1990) observed that people with polychronic orientations change plans more frequently, build longer-term relationships, focus on relationship more than tasks, and are more likely to borrow or lend property. Manrai and Manrai (1995) suggested that gender has been linked to polychronic tendencies with women who were found to be more polychronic than men when faced with combining work and social activities. Kaufman, Lane, and Lindquist (1991) demonstrated a polychronic orientation was associated with a higher level of education, lower levels of role overload, and a larger average number of hours worked per week. They conducted their research in urban residential neighborhoods in New Jersey. The data were collected through personal interviews and self-administered questionnaires. Their results showed that the relation between role overload and the Polychronic Attitude Index is statistically significant ($p= 0.006$) and in the expected negative direction. Conte and Gintoft (2005) found that polychronic employees from a computer organization received higher customer service ratings from their supervisors. Data were obtained from 1,514 full-time computer sales associates. Hierarchical regression analyses showed polychronicity was significantly related to

supervisor ratings of customer service (r = 0.22), sales performance (r = 0.22), and overall performance (r = 0.23).

Souitaris and Maestro (2010) tested the effect polychronicity has on strategic-decision making speed. The researchers mailed 305 questionnaires to the chief executive officers who worked for different new technology ventures. They found that polychronicity has positive impact on strategic-decision making speed among the top management team ($\beta = 0.65$, $p < 0$ .001).

Karatepe, Karadas, Azar, and Naderiadib (2013) argued that the impact of polychronicity on job performance and extra-role customer service is fully mediated by work engagement. Questionnaires were distributed to 208 frontline employees who worked for five-star hotels in the Turkish Republic of Northern Cyprus. The research suggested that polychronicity was positively associated with work engagement (r = 0.124), job performance (r = 0.134) and extra-role customer service (r = 0.173).

An empirical study conducted by Arndt, Arnold, and Landry (2006) showed that among 213 retail employees, employees with a polychronic orientation reported a higher level of job satisfaction ($\beta = 0.177$, $p < 0.01$). In particular, employees in a service organization, such as a hotel, are not only constantly faced with uncertain and unpredictable situations such as irate customers and special requests, but are also expected to work quickly within a limited time frame (Bitner, Booms, & Tetreault, 1990). Similarly, Jang and George (2012) reported a positive relationship between polychronicity and job satisfaction ($\beta = 0.54$, $p < 0.001$) for a sample of non-supervisory hotel employees who work at two full-service hotels in a large metropolitan area. They also discovered polychronicity negatively relates to turnover intention ($\beta = -0.11$, $p < 0.001$).

Hui, Lee, and Niu (2010) examined the moderating effect of polychronicity on the relationship between task variety and employees' organization-based self-esteem. They noted that out of 260 mid-level managers in China, polychronic managers reported a higher level of employee' organization-based self-esteem when their organizations provide them a variety of tasks ($\beta = 0.13$, $p < 0.05$).

Hecht and Allen (2005) conducted their research to examine the links between polychronicity and employee well-being. Through their study of 746 Canadian employees, they discovered that insufficient polychronicity supplies were associated with lower levels of job satisfaction and self-efficacy, and higher levels of psychological strain, than were supplies that matched values. Participants also reported lower levels of job satisfaction and self-efficacy, and higher levels of psychological strain, when polychronicity supplies considerably exceeded values, compared to when supplies matched values. In all, slight excesses of polychronicity supplies were associated with the highest levels of job satisfaction and self-efficacy.

In order to better explain the positive connection between polychronicity and job satisfaction, the concept of person-organization fit will be introduced. It is understood that person-organization fit refers to the compatibility between people and organizations (Kristof, 1996). When people are polychronic-oriented, they are more likely to feel comfortable with their job if they are more frequently required to work on multiple tasks at once (Jang & George, 2012).

Person-Organization Fit

Most researchers broadly define person-organization fit as the compatibility between individuals and organizations (Kristof, 1996). There are two distinctions that help to clarify the concept of compatibility. The first distinction is between supplementary and complementary fit.

Muchinsky and Monahan (1987) explained that supplementary fit occurs when a person supplements, embellishes, or possesses characteristics which are similar to other individuals in an environment. On the other hand, complementary fit occurs when a person's characteristics "make whole" the environment or add to it what is missing. In other words, if an individual's characteristics fill a gap in the current environment, it is considered a good fit for this person and vice versa. The basis for a good fit is the mutually offsetting pattern of relevant characteristics between the person and the environment (Muchinsky & Monahan, 1987).

The second distinction on person-organization fit is the perspectives of needs-supplies and demands-abilities. The needs-supplies perspective defines that a person-organization fit occurs when an organization satisfies individuals' needs, desires, or preferences. A demands-abilities perspective suggests that fit occurs when an individual has the abilities required to meet the organization's demands (Caplan, 1987).

Kristof (1996) completed the definition of person-organization fit by combining two different distinctions. He defined person-organization fit as the compatibility between people and organizations that occurs when: at least one entity provides what the other needs, or they share similar fundamental characteristics, or both. This research will adopt Kristof's definition of person-organization fit in the restaurant environment.

A number of researchers have explored the outcomes that are attributed to person-organization fit. Kristof (1996) explained that person-organization fit correlates with turnover, work attitude, pro-social behaviors, work performance, and organizational outcomes. Kristof, Zimmerman, and Johnson (2005) conducted a meta-analysis on person-organization fit research and reported that person-organization fit had strong correlations with job satisfaction ($r = 0.44$), organizational commitment ($r = 0.51$), and extra-role behaviors ($r = 0.38$). A more moderate

negative correlation was found with intention to quit (r = -0.35). The correlation with

organizational satisfaction was substantially high (r = 0.65). The relationships between person-

organization fit and most other attitudes were moderate, which includes coworker satisfaction (r

= 0.39), supervisor satisfaction (r = 0.33), and employees' trust in their managers (r = 0.43).

However, person-organization fit had low correlations with overall job performance (r = 0.07)

and task performance (r = 0 .13). It had moderate correlations with contextual performance (r =

0.27) and a negative correlation with the indicators of strain (r = -0.27).

Job Satisfaction

The restaurant industry has certain characteristics that differentiate it from other

industries with respect to food and beverage production, delivery, and consumption of products.

This industry strongly depends on a variety of individuals having direct interaction with the

guests. In such an environment, employee job satisfaction is an important factor for customer

retention and establishment success. Job satisfaction can be understood as the degree to which

people enjoy their jobs (Hancer & George, 2003). Some people work because they enjoy what

they do and find it to be a central part of their lives. Other people work because they have to.

These people might not like what they do.

Researchers have approached job satisfaction from the perspective of need fulfillment,

which is whether the job meets the employee's physical and psychological need for the things

provided by work, such as pay and benefits (Spector, 1997). However, most researchers tend to

focus more on the cognitive processes of job satisfaction, rather than on underlying needs. For

example, Locke (1967) introduced satisfaction as an emotional response. He explained that the

meaning of satisfaction can only be discovered and grasped by a process of introspection, that is,

an act of conceptual identification directed to one's mental contents and processes. He defined

job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1967). Locke's definition of job satisfaction will be used as the main definition of job satisfaction in this research.

Many researchers have studied the antecedents and consequences of job satisfaction in the hospitality industry. Individual, organizational, and job-related factors all could be antecedents and consequences of job satisfaction (Yang, 2010). Some example factors of antecedents for job satisfaction include role ambiguity, role conflicts, burnout, socialization, and work autonomy. Affective and continuance commitment, absenteeism and employee turnover intention are some of the consequences of job satisfaction (Aziz, Goldman & Olsen, 2007).

Aziz, Goldman, and Olsen (2007) studied fast food restaurant employees in a metropolitan area within the Southeastern United States and found that satisfaction with financial rewards minimized absenteeism and turnover rates. Lam, Baum, and Pine (2001) conducted research regarding job satisfaction among 172 Chinese managers who work in Hong Kong. They found job satisfaction was affected by work environment ($\beta = 0.359$), the nature of the job ($\beta = 0.321$), and the rewards associated with the job ($\beta = 0.571$). However, job satisfaction was not affected by the manager characteristics. They also discovered that rewards, particularly those related to job security, emerged as an influential factor relating to job satisfaction. Martin (2004) and Silva (2006) identified significant relationships among job satisfaction, organizational commitment, employee turnover, and personality traits. More specifically, Silva (2006) conducted research on 690 non-management employees in two major hotel chains in the western US and discovered that job satisfaction is significantly related to organizational commitment. In addition, organizational commitment positively relates with personality traits including extraversion ($r = 0.42$), conscientiousness ($r = 0.41$), and emotional stability ($r = 0.33$).

Carbery, Garavan, O'Brien, and McDonnell (2003) conducted research on a sample of 89 hoteliers and the results indicated that job satisfaction did not explain managers' level of commitment, and that job satisfaction and affective commitment were important factors in predicting the turnover intentions of managers (adjusted $R^2 = 0.24$, p< 0.05).

Yang (2010) collected data from a sample of 671 employees of 11 international hotels in Taiwan. He suggested that organizational socialization ($\beta = 0.61$, t = 10.69, p < 0.001) significantly predicted job satisfaction. In addition, job satisfaction positively influences both individual affective and continuance commitments to the organization and was confirmed by the regression model ($\beta = 0.73$, t = 20, p < 0.001; $\beta = 0.19$, t = 4.51, p < 0.001, respectively).

At the organizational level, organizational support and socialization have been identified as important factors that have an influence on individual behavior (Yang, 2010). Young and Lundberg (1996) proposed that organizational socialization significantly contributed to new employees' job performance, job satisfaction, and organizational commitment. Their research identified that role ambiguity, role conflict, and job burnout could be minimized by well-organized orientation and training programs during the early stage of employment. By doing so, it will also increase the level of job satisfaction. Tepeci and Bartlett (2002) found similar results in their study which implied that organizational socialization resulted in increased job satisfaction and intentions to remain in an organization. Recent studies of the hospitality industry in Taiwan conducted by Yang (2008) demonstrated that organizational socialization contributed to job satisfaction ($\beta = 0.6$) and commitment, and therefore minimized employees' turnover intention ($\beta = -0.14$).

Lam and Zhang (2003) conducted research on 203 employees in the Hong Kong fast-food industry, regarding job satisfaction and organizational commitment. The results showed

that job characteristics, training, development, compensation and fairness are related to job satisfaction and organizational commitment. Lowry, Simon, and Kimberley (2002) drew a sample of 454 employees working in registered country clubs in Australia. These results showed that job satisfaction significantly impacted organizational commitment. They discovered that formal training plans, as well as empowerment and flexible work hours, positively contributed to job satisfaction. In the Turkish hotel industry, Karatepe and Sokmen (2006) indicated that role conflict (-0.11) and role ambiguity (-0.22) were negatively associated with job satisfaction.

Polychronicity and Employee Job Satisfaction

In the restaurant industry, it is understood that employees are required to work in a fast-paced environment (Jang & George, 2012). Given the special features of the service industry, food servers in a restaurant have a high level of personal contact with their customers. They need to be able to handle multiple tables when it is busy. Often their attention needs to be evenly distributed to several tables in order to respond to customers' needs in a timely manner. During their time at work, servers are exposed to a lot of unknown and unexpected situations. For instance, a customer who requires personal attention while the server is on their way to fill a customer's water or deliver a check might stop a server. An unsatisfied customer might wave at the server to file a complaint when the server is occupied with something else. These are a couple examples out of many that demonstrate constant interruptions servers experience while they are at work. Polychronicity measures the server's preference to undertake many tasks at one time. In this research, polychronicity as one's time use preference will be utilized. To clarify, polychronicity is defined as one's preference on conducting multiple tasks at one time and a preference on switching among different tasks at a given time block.

In the restaurant industry, it does not matter whether a server prefers to conduct multiple tasks, switch among different assignments, or answer an interruption; their job requires them to do so. However, it makes a significant difference on the server if they are willing to embrace or even prefer to expose themselves to such a work environment. According to person-organization fit theory, person-organization fit occurs when an organization satisfies an individual's needs, desires, or preferences (Caplan, 1987). It could also occur when at least one entity (either the organization or the individual) provides what the other needs, or both entities share similar fundamental characteristics. In this case, restaurants allow servers to shift attention among ongoing tasks and conduct multiple activities at the same time. Meanwhile, polychronic servers do not resent the interruption and might even welcome the change their job provides. As a result, person-organization fit occurs because both entities provide what both parties desire. In short, it is assumed that for servers whose preference matches up with specific job expectations, they are more likely to enjoy their job and experience higher job satisfaction.

There are several studies that have examined the relationship between polychronicity and job satisfaction. Arndt, Arnold, and Landry (2006) conducted research on 313 retail employees that work in pharmacies. They discovered that polychronicity has both direct (employee fit) and indirect (through fairness perceptions) effects on retail employee satisfaction. The researchers tested their hypotheses with a series of regressions. They found that the relationship between polychronic- orientation and job satisfaction is statistically significant ($F = 17.810$, $p < 0.01$). Polychronic-orientation significantly and positively leads to job satisfaction ($\beta = 0.177$, $p < 0.01$).

Jang and George (2012) also found similar results. Their research took place in full service hotels in a large metropolitan area. Participants were from a wide range of departments

including front office, food and beverage, housekeeping, and others. Their findings were consistent with the result of the former study, which indicates polychronicity has a positive and significant impact on employee job satisfaction ($\beta = 0.54$, $p < 0.001$). With the support of former research, the following proposal is made:

H1. Polychronicity positively predicts restaurant servers' job satisfaction.

Turnover Intention

Employee turnover constitutes a critical and pressing issue for many hoteliers. Studies show the turnover rate for employees in the restaurant and accommodations sector was 62.6% in 2013, compared to a 42.2% in the overall private sector (National Restaurant Association, 2014). A high turnover rate remains one of the most troubling issues for the hospitality industry. Both researchers and practitioners have devoted a considerable amount of time and resources in an attempt to better understand and find solutions to the turnover problem. Research has suggested that high turnover among employees in general and among managers in particular has a significant negative impact on a hotel's performance and profitability (Birdir, 2002). The high turnover rate of the hospitality industry not only results in direct monetary costs, but it creates hidden costs such as unsatisfied customers and frustrated coworkers. Ghiselli, Lopa, and Bai (2001) conducted a study on more than 400 food service managers. They found that over one-fourth of the respondents intended to leave their positions in the near future, with at least 50% of those planning to depart the food service industry entirely. Even among managers who were reasonably content with their jobs at the current time, two out of five thought it was unlikely that they would stay with their companies for five years.

Many researchers who have studied the individual factors of turnover intention in the hospitality industry have identified salary, benefits, and marital status as contributing factors to

employee turnover intention (Iverson & Deery, 1997; Pizam & Thornburg, 2000). Other researchers such as Good, Sisler, and Gentry (1988) investigated retail turnover and conducted research on 440 retail employees. They found that the antecedents of turnover intention include role ambiguity, role conflict, work–family conflict, job satisfaction, and organizational commitment. Lam, Baum and Pine (2001) studied Chinese managers in Hong Kong and discovered that high levels of job satisfaction resulted in low levels of turnover intention among managers. Iverson and Deery (1997) argued that job satisfaction and affective commitment are important factors to predicting employee turnover intention. They also discovered that socialization difficulty negatively affected the organizational culture with respect to employee turnover. Similar results were found by Yang (2008) who studied the hotel industry in Taiwan. He demonstrated that organizational socialization contributed to job satisfaction and commitment and minimized new employees' turnover intention. This study showed that job satisfaction impacted affective commitment and hence influenced employee turnover intentions.

Kim, Shin, and Umbreit (2007) implied that job burnout might increase rates of employee turnover. Prior research conducted on primary and secondary school teachers has found positive relationships between emotional exhaustion and turnover intentions (Jackson, Schwab & Schuler, 1986). Similar results were discovered by Wright and Cropanzano (1998) in their research conducted on 64 welfare workers on the West Coast of the United States. The results of their study showed that emotional exhaustion positively contributes to employees' voluntary turnover. Other researchers looked at job embeddedness as an antecedent of turnover intention. Jiang, Liu, Mckay, Lee, and Mitchell (2012) drew on 65 independent samples and suggested that on-the-job embeddedness ($\beta = -0.14$, $p < 0.01$) and off-the-job embeddedness ($\beta = -0.08$, $p < 0.01$) negatively related to turnover intentions and actual turnover. Specifically, the negative

relationships between job enbeddedness and turnover criteria were stronger in female-dominated samples and public organizations.

Polychronicity, Job Satisfaction, and Employee Turnover Intention

Restaurants and hotels have one of the highest employee turnover rates throughout the service industry. There are many different factors that contribute to employees' turnover intention in restaurants. When describing the relationship between person-organization fit and employee turnover intention, Kristof (1996) stated that person-organization fit significantly predicts intentions to quit. Specifically, employees with lower levels of value congruence with their organizations are more likely to report an intention to leave their organizations than those with higher congruence levels (Kristof, 1996).

Employees who work in restaurants are required to adapt to a fast-paced, ever-changing, and unpredictable work environment. It is very likely that monochronic restaurant servers feel frustrated at work because they are uncomfortable with the constant interruptions they come across. In addition, due to the preference of finishing one task at a time before moving onto another, monochronic servers need to tolerate conducting or transferring among several activities in one time block, which will create a sense of unaccomplishment in what they do. Employees with such preferences consider themselves forced to conduct behaviors that contradict their personal beliefs and therefore, are more likely to consider leaving such work environment. On the other hand, ploychronic restaurant servers are more likely to have the values that are similar to what the restaurants expect. As a result of polychronic servers' preferences on engaging in multiple activities and switching among different tasks within one time block, working in a restaurant makes them feel accomplished, fulfilled, and productive. Instead of feeling irritated of the fast-paced and unpredictable work environment, polychronic servers are more open to

change. They believe in multitasking and task switching and are more likely to obtain personal fulfillment at work, which results in lower intention to leave their job.

In research that was conducted in a hotel environment, Jang and George (2012) pointed out that an individual's fit with the job requirements play a significant role in reducing employee turnover. Therefore, employees with a higher level of polychronicity may be more comfortable when working in the hospitality industry that expects employees to be engaged in multiple activities and to switch among tasks in order to meet various customers' need. As a result of the congruence between one's preference and surrounding environment, people who are polychronic oriented are more likely to obtain person-organization fit, which results in lower turnover intention ($\beta = -0.11$, $p < 0.001$). Similar results were found by Arndt, Arnold and Landry (2006). In their research among retail employees in pharmacies, they concluded that job satisfaction relates negatively to employee turnover intention ($\beta = -0.269$, $p < 0.001$). With the support of former researches, the following hypothesis is proposed:

H2. Polychronicity negatively predicts restaurant servers' turnover intention.

H3. Job satisfaction is negatively predicts turnover intention among non-supervisory restaurant servers.

Work Engagement

Kahn (1990) is the first scholar who conceptualized work engagement. He defined work engagement as the simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and to others. More specifically, people employ and express themselves physically, cognitively, emotionally, and mentally during role performance (Kahn, 1990). In other words, people who are more engaged at work tend to put a lot of effort into it because they feel identified with their job (Bakker & Leiter, 2010).

Many researchers have examined work engagement with different antecedents. Christian, Garza, and Slaughter (2011) argued that because employees who have resources that facilitate their job tasks are more apt to invest energy and personal resources in their work roles, it is expected that work engagement would be positively related to autonomy, task variety, task significance, feedback, problem solving, and job complexity. Kahn (1990) suggested that leaders are critical elements of the work context that can influence how individuals view their work. When leaders have clear expectations, are fair, and recognize good performance they will have positive effects on employee engagement by engendering a sense of attachment to the job. Further, when employees have trust in their leaders, they will be more willing to invest themselves in their work because they feel a sense of psychological safety.

Work engagement focuses on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work (Kahn, 1990). Kahn also suggested that an engaged individual is one who approaches the tasks associated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role and extra-role performance. Karatepe, Karadas, Azar, and Naderiadib (2013) conducted a research in 11 five-star hotels in Turkish Republic of Northern Cyprus. They discovered that work engagement positively predicted hotel employees' job performance and extra-role customer service.

Polychronicity, Work Engagement, and Employee Turnover Intention

According to Kahn (1990), a dynamic, dialectical relationship exists between the person who drives personal energies (physical, cognitive, emotional, and mental) into his or her work role on one hand, and the work role that allows the person to express him or herself on the other hand. In the restaurant industry, polychronic-oriented servers physically engage themselves with

multiple tasks, cognitively they believe multitasking and task switching is the best way to perform their job, and emotionally they find fulfillment and accomplishment with the job they perform. Working at a restaurant allows the servers to express themselves and practice their beliefs. Therefore, polychronic-oriented servers identify with their job, and they should experience higher level of work engagement compared to monochronic-oriented servers who prefer engaging with one task at a time. To support this thought, Karatepe, Karadas, Azar, and Naderiadib (2013) conducted their research on full-time frontline employees in several five-star hotels in the Turkish Republic of Northern Cyprus. They suggested that polychronic employees are engaged in their work, because they are energetic, and are strongly involved and happily immersed in their work (Karatepe, et al., 2013). The result of their research showed that polychronicity was positively correlated with work engagement (r = 0.124).

Other researchers have examined the relationship between work engagement and other variables. In a study of hotel managers in China, Burke, Koyuncu, Jing, and Fiksenbaum (2009) reported that dedication to work increased job and career satisfaction, while it mitigated psychosomatic symptoms and turnover intentions. Katatepe and Ngethe's (2012) recent study conducted with frontline hotel employees in Cameroon indicated that work engagement influenced job performance and turnover intentions directly and indirectly through job embeddedness. Previous researchers have identified positive and significant links between polychronicity and work engagement (Karatepe, et al., 2013), work engagement and job satisfaction (Burke, Koyuncu, Jing, & Fiksenbaum, 2009), as well as work engagement and turnover intention (Katatepe & Ngethe 2012). Therefore, with the support of the previous empirical studies, the following hypothesis is proposed:

H4. Polychronicity positively predicts restaurant servers' work engagement.

H5. Work engagement negatively predicts turnover intention among non-supervisory restaurant servers.

Chapter 3 - Methodology

Introduction

Previous researchers have found that the more polychronic-oriented an employee, the higher the chance he/she experiences satisfaction and engagement with work. In addition, researchers reported that polychronic-oriented employees tend to report a lower rate of turnover intention compared to nonpolychronic-oriented employees (Arndt, Arnold & Landry, 2006; Jang & George, 2012; Karatepe, Karadas, Azar & Naderiadib, 2013). With the aim of gaining a more comprehensive view among these four variables, this study examined the relationship of polychronicity, job satisfaction, work engagement, and turnover intention on full-time restaurant servers throughout the U.S.

Population and Sample

This study targeted full-time restaurant servers working in full-service restaurants throughout the nation. The total number of people employed as food and beverage servers in the United States in 2013 was approximately 2,403,000 (United States Department of Labor, 2013). The efficient sample size with a 95% confidence level to reflect the population is 246 (Dillman, 2000). Therefore, this study targeted 250 responses in order to accurately reflect the characteristics of the population. An online survey with a cover letter explaining the purpose of the study was distributed through Qualtrics, a private research software company, to the participants nationwide. The sample included 251 full-time food and beverage servers working in a variety of full-service restaurants including independently owned and chain restaurants.

Research Design

The survey consisted of five sections: polychronicity, job satisfaction, turnover intention, work engagement, and generic demographic questions. Completion time of the survey was

approximately eight minutes. All questions from the survey were derived from pre-developed

measurements from reliable sources. The final survey utilized in this study is included in

Appendix B.

Polychronicity

Bluedorn's (1999) Inventory of Polychronic Value (IPV) measurement is known as one

of the most often-used and reliable measures for polychronicity. In this study, ten questions of

IPV were measured with a seven-point scale, from 1 (strongly disagree) to 7 (strongly agree).

Questions included:

1. I like to juggle several activities at the same time.

2. I would rather complete all procedures every day than complete parts of several
   procedures (reverse-scored).

3. I believe people should try to do many things at once.

4. When I work by myself, I usually work on one task at a time (reverse-scored).

5. I prefer to do one thing at a time (reverse-scored).

6. I believe people do their best work when they have many tasks to do.

7. I believe it is best to complete one task before beginning another (reverse-scored).

8. I believe it is best for people to be given several tasks and assignments to perform at
   the same time.

9. I seldom like to work on more than a single task or assignment at the same time
   (reverse-scored).

10. I would rather complete parts of several tasks every day than complete an entire task.

Job Satisfaction

Employee job satisfaction was measured with a five-item scale developed by Kim, Leong, and Lee (2005), and Chiang, Birtch, and Cai (2014). Both groups of researchers used the five-item scale to measure job satisfaction on front-line employees and servers who work at hotels and restaurants. The scale yielded a high reliability level on the measure of general job satisfaction among front-line employees in the previous study (Cronbach's $\alpha = 0.81$). All five questions of job satisfaction were utilized with a seven-point scale, from 1 (strongly disagree) to 7 (strongly agree). Questions included:

1. I consider my job pleasant.

2. I feel fairly well satisfied with my present job.

3. I definitely like my work.

4. My job is interesting.

5. I find real enjoyment in my work.

Work Engagement

Work engagement was measured with a three-dimensional questionnaire called the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Salanova, Gonzalez, and Bakker (2002). The UWES items were scored on a seven-point scale, from 1 (strongly disagree) to 7 (strongly agree). The three dimensions of engagement include vigor, dedication, and absorption, which were accessed with the following questions:

1. When I get up in the morning, I feel like going to work.

2. At my work, I feel bursting with energy.

3. At my work, I always persevere, even when things do not go well.

4. My job inspires me.

5. I get carried away when I am working.

6. I am enthusiastic about my job.

7. I am proud on the work that I do.

8. I am immersed in my work.

9. I feel happy when I am working intensely.

Turnover Intention

Mitchel's (1981) employee turnover intention scale was used to access employee turnover intention in this study. In order to access restaurant servers' intention to leave their positions, they were asked to indicate their agreeableness on six items with a seven-point scale, from 1 (strongly disagree) to 7 (strongly agree). Questions included:

1. I often think about leaving my job.

2. I am looking for a better job right now.

3. I would leave if I could find a better paying job.

4. It is very likely that I will actively look for a new job in the next year.

5. I will leave this organization in the next year.

6. I sometimes think about changing jobs.

7. I plan to be with the company five years from now.

8. I would turn down a job offer from another company tomorrow even if that job offered

   better pay.

Demographic Information

In the last section of the questionnaire, respondents were asked eight questions about their demographic information. Sample questions included what is your age (18-24, 25-34, 35-44, 45-54, 55-64, 65 and older), gender (female or male), ethnicity (African American,

Caucasian, Hispanic, Asian, Native American, and Other), marital status (married, widowed, single, and divorced/separated), highest education level (less than high school diploma, high school diploma, some college, some technical school training, associate's degree, bachelor's degree, some graduate school, graduate or professional degree, and other), employment status (full-time, or more than one job), length of employment (less than 6 months, 7 to 12 months, 1 to 3 years, 3 to 5 years, and more than 5 years), and individual income level (less than $ 10,000, $10,000 to $20,000, $20,000 to $30,000, $30,000 to $40,000, $40,000 to $50,000, and over $50,000).

Pilot Study

Once the Kansas State University Institutional Review Board (IRB) approved the research protocol, a convenience sample of 20 Kansas State University Hospitality Management students with full- or part-time serving jobs were selected for a pilot study. The pilot study was completed to ensure the clarity of the questions and the validity of survey content. The pilot study sample was informed that their participation was voluntary. All questionnaires collected were anonymous. A sample of the questionnaire used in the pilot study is presented in Appendix A. The results of the pilot study showed that most of the questions were meaningful and clear to participants with little revision needed. A seven-point Likert-type scale was adopted to replace a five-point Likert type scale in order to more accurately measure participants' preferences.

Project Approval

Approval from the Kansas State University Institutional Review Board was obtained prior to data collection. The approval form is included in Appendix C.

Data Collection

Questionnaires were distributed through Qualtircs, a private research software company. The cost of each survey was $11.00 and the total cost was $ 2,750.00. A cover letter indicating the purpose of study with a link to the survey was sent via email through Qualtrics. In order to ensure the quality of responses, two screening questions, including "*Do you agree to participate in this survey*" and "*Do you work as a full-time food and beverage server in a full-service restaurant (i.e. Red Lobster, Chili's)*", were placed on the first page of the survey. A quality control question asking "*Please select 'Somewhat Agree' for quality control purpose*" was also placed in the questionnaire within the other scaled questions. Reminder emails were sent daily to non-respondents to remind them to complete the questionnaire. Data collection took approximately four business days.

Data Analysis

Statistical software (SPSS; version 22) was used as the data analytical tool in this study. All scale-related questions were measured on a seven-point Likert-type scaled, from 1 (strongly disagree) to 7 (strongly agree). Responses on demographic questions were coded in numerical orders such as 1 = Male and 2 = Female.

Descriptive statistics were computed to identify the participants' demographic characteristics. Descriptive statistics included frequency, percentage, mean, and standard deviation.

The Cronbach's alpha reliability coefficient was utilized to determine the consistency of each scale. Then a principle component factor analysis with varimax rotation was conducted on the sample to ensure the reliability of the scale in a restaurant context. The initial eigenvalues and percentage of variance were used to analyze factors within each variable.

In order to examine the relationship among polychronicity, job satisfaction, work engagement, and turnover intention, a multiple regression analysis was conducted. The significance level was set at $p < 0.05$. Linear regressions were run to test the five proposed relationships among the four variables, which included the independent variable of polychronicity and the dependent variables of job satisfaction, work engagement, turnover intention, and the independent variable of job satisfaction and dependent variable of turnover intention, and the independent variable of work engagement and the dependent variable of turnover intention.

Chapter 4 - Results and Discussion

Out of a total of 854 participants who accessed the online survey, 563 (66%) were eliminated from the initial screening questions. There were 15 participants eliminated by answering "No" to the screening question "*Do you agree to participate in this survey*", and 394 participants were removed by failing to meet the criteria of working as a full-time food and beverage server in a full-service restaurant. At the end, 40 out of 291 completed surveys were removed from the data set manually because many participants selected the same scale on all questions. Therefore, the final number of usable surveys is 251.

Demographic Characteristics of Restaurant Servers

Characteristics of restaurant servers participating in this study are presented in Table 4.1. The majority of the respondents (63%) were between 25 to 34 years (35.9%) and 35 to 44 years (27.1%). Compared to Jang and George's polychronicity study in hotels (2012) which the majority of participants were between the ages of 27 to 44 (54.3%), this study yielded a larger number of generation Y between the ages of 20 to 37 and generation X between the ages of 38 to 48.

Out of a total number of 251 respondents, 116 were male (46.2%) and 135 were female (53.8%), which yielded a similar male verses female ratio compared to Jang and George's study, where males comprised 50.9 % of the sample and females comprised 47.3% (2012). However, the male verses female ratio at the national level is 3:7, which indicates that female server population is over two times as much as male's nationwide (United States Department of Labor, 2014).

The majority of respondents were Caucasian (76.5%). Hispanic and Latino (8%), Asian (7.2%), African-American (4.4%) and Native American (1.6%) only made up a small percentage

of the respondents. According to the Bureau of Labor Statistics, the percentage of restaurant

servers' ethnicity was Caucasian (60.5%), African American (7.5%), Asian (6.6%), and Hispanic

(19.4%) (United States Department of Labor, 2015). Even though Caucasian consisted of the

majority of the server population nationwide, other ethnicity such as Hispanics still occupied a

Table 4.1. Characteristic of Restaurant Servers (N = 251)

Characteristic	n	%	Characteristic	n	%
Age			*Highest Educational Level*		
18 - 24 years	35	13.9	Less than high school diploma	4	1.6
25 - 34 years	90	35.9	High school or general diploma	41	16.3
35 - 44 years	68	27.1	Some college	64	25.5
45 - 54 years	34	13.5	Some technical school training	12	4.8
55 - 64 years	22	8.8	Associate degree	27	10.8
65 or over	2	0.8	Bachelor's degree	65	25.9
			Some Graduate school	13	5.2
Gender			Graduate or professional degree	25	10.0
Female	135	53.8			
Male	116	46.2	*Employment Status*		
			Full-time (> 30hours/week)	241	96.0
Ethnicity			Work more than one job	10	4.0
Caucasian/Non-Hispanic	192	76.5			
Hispanic/Latino	20	8.0	*Length of Employment*		
Asian/Aleutian/Pacific	18	7.2	Less than 6 months	18	7.2
African-American	11	4.4	7 -12 months	34	13.5
Native American	4	1.6	1 - 3 years	76	30.3
Other	6	2.4	3 - 5 years	47	18.7
			More than 5 years	76	30.3
Marital Status					
Married	136	54.2	*Individual Annual Income*		
Single	87	34.7	Less than $10,000	6	2.4
Divorced/Separated	25	10.0	$10,000 - $20,000	43	17.1
Widowed	3	1.2	$20,000 - $30,000	46	18.3
			$30,000 - $40,000	49	19.5
			$40,000 - $50,000	49	19.5
			Over $50,000	58	23.4

relatively high percentage of the labor force, which is over 19%. However, in this study, Hispanic only made up 8% of the sample population and the percentage of Caucasians was significantly higher than the national average.

More than half of the respondents (54.2%) in this study were married and around 35% were single. This result is compatible to the result of Jang and George's study (2012) indicating that 44.5% of their participants were married and 39.4% were single.

More than 70% of the participants had an educational level higher than high school, with 41.1% having earned a bachelor's degree or higher. Compared to the nationwide educational level of servers (38% high school graduates, 27% some college or an associate degree, and 15% bachelor's degree or higher), the participants in this study yielded a higher level of education attainment (United States Department of Labor, 2015). In the United States, 42% of severs had come college degree or higher. In this study, over 70% of the participants had received some college education or higher, which was almost 30% more than the national average.

All of the respondents were employed on a full-time basis. Out of 251 participants, 18.7% of them had more than three years, but less than five years of work experience, while 30.3% of respondents had worked for the same restaurant for more than five years. This was an interesting finding, considering the national average tenure of food preparers and servers was only 2.2 years (United States Department of Labor, 2014).

The majority (63.4%) of the respondents earned an annual income of $30,000 or higher. Compared to the national annual mean income of $20,880 among waiters and waitresses (United States department of Labor, 2014), this sample yielded a significant higher level of salary.

Polychronicity, Job Satisfaction, Work Engagement, and Turnover Intention

The mean and standard deviation of each variable used to measure polychronicity, job satisfaction, work engagement, and turnover intention are presented in Table 4.2. Each variable was measured with a seven-point Likert-type scale, from (1) strongly disagree to (7) strongly agree. After initial data analysis, it was found that mean scores of all reverse-coded questions of polychronicity showed significant variations compared to mean sores of regular questions. The cronbach's alpha of polychronicity was low (0.72). In order to eliminate confusion from reverse-coded questions and increase the score of Cronbach's alpha, five reverse-coded questions from polychronicity were removed from further study. The composite mean score of polychronicity increased significantly from 4.08 to 4.82. This score indicated that most of the participants were leaning more toward the polychronic extreme of the scale. After removing all reverse-coded questions, the highest mean score of polychronicity was 5.57 with a standard deviation of 1.4, which was obtained from the question "*I like to juggle several activities at the same time*".

The composite mean score of job satisfaction was high (mean = 5.57, standard deviation = 1.13), ranging from the highest mean score of 5.69 to the lowest of 5.22. The highest mean score was obtained from the question "*My job is interesting*" (5.69±1.22) and the question "*I feel fairly well satisfied with my present job*" (5.22±1.25) yielded the lowest mean score.

Work engagement had a composite mean score of 5.35, from the highest of 5.78 to the lowest of 4.79. The highest and lowest scored questions were "*At my work, I always persevere, even when things do not go well*" (5.78±1.1) and "*I get carried away when I am working*" (4.79±1.43), respectively.

The composite mean score of turnover intention was 4.45 with a standard deviation of 1.00. All questions yielded a number higher than the medium score 4.00 on the seven-point

Likert-type scale, with 4.00 indicating employees are neither wanting to stay nor leave the company. The result suggested that participants were leaning more toward the intending to leave extreme of the scale. The highest mean score was obtained from the question "*I am looking for a better job right now*" (M = 4.94; SD = 1.62).

Table 4.2. Mean and Standard Deviation of Polychronicity, Job Satisfaction, Work Engagement, and Turnover Intention (N = 251)

Scale items	Mean	±	SD
Polychronicity			
I like to juggle several activities at the same time.	5.57		1.40
I believe people should try to do many things at once.	4.90		1.42
I believe people do their best work when they have many tasks to do.	4.76		4.76
I believe it is best for people to be given several tasks and assignments to perform at the same time.	4.74		1.44
I would rather complete parts of several tasks every day than complete an entire task.	4.16		1.87
I seldom like to work on more than a single task or assignment at the same time.[*]	3.74		1.66
I prefer to do one thing at a time.[*]	3.54		1.67
When I work by myself, I usually work on one task at a time.[*]	3.46		1.76
I believe it is the best to complete one task before beginning another.[*]	3.07		1.53
I would rather complete all procedures every day than complete parts of several procedures.[*]	2.60		1.39
Composite Score	4.08		0.84

Table 4.2. Mean, Standard Deviation of Polychronicty, Job Satisfaction, Work Engagement, and Turnover Intention (N = 251)*(Continued)*

Scale items	Mean ±	SD
Composite Score with excluded items removed	4.82	1.19
Job Satisfaction		
My job is interesting.	5.69	1.22
I definitely like my work.	5.62	1.29
I consider my job pleasant.	5.61	1.22
I feel fairly well satisfied with my present job.	5.41	1.36
I find real enjoyment in my work.	5.22	1.25
Composite Score	5.53	1.17
Work Engagement		
At my work, I always persevere, even when things do not go well.	5.78	1.10
I am proud of the work that I do.	5.70	1.16
I feel happy when I am working intensely.	5.64	1.24
I am immersed in my work.	5.41	1.32
I am enthusiastic about my job.	5.36	1.23
At my work, I feel bursting with energy.	5.28	1.36
When I get up in the morning, I feel like going to work	5.13	1.59
My job inspires me.	5.09	1.38
I get carried away when I am working.	4.79	1.43
Composite Score	5.32	1.03
Turnover Intention		
I am looking for a better job right now.	4.94	1.62

Table 4.2. Mean, Standard Deviation of Polychronicty, Job Satisfaction, Work Engagement, and Turnover Intention (N = 251)*(Continued)*

Scale items	Mean	±	SD
I sometimes think about changing jobs.	4.77		1.85
It is very likely that I will actively look for a new job in the next year.	4.56		1.88
I would leave if I could find a better paying job.	4.33		1.91
I will leave this organization in the next year.	4.10		1.96
I often think about leaving my job.	4.02		1.87
Composite Score	4.58		1.55

[*] Items removed due to low mean score

Correlation of Different Variables

Correlations for the measured variables in this study are shown in Table 4.3. As presented in the table, the correlation among four variables was determined by the Pearson product-moment correlation coefficients. The results suggested that polychronicity was significantly and positively correlated with job satisfaction and work engagement. Correlations between polychronicity and job satisfaction (r = 0.30), and polychronicity and work engagement (r = 0.41) were moderate. In addition, job satisfaction and work engagement significantly and negatively correlated with turnover intention. Correlations between job satisfaction and turnover intention (r = -0.37), and work engagement and turnover intention (r = -0.25) were also found moderate. However, the correlation between job satisfaction and work engagement was strong (r = 0.77). On the other hand, the correlation between polychronicity and turnover intention was

not significant. This result contradicts with the results found by Jang and George (2012), which indicated polychronicity negatively correlated with turnover intention ($\beta = -0.22$, $p < 0.01$).

Table 4.3. Composite Mean, Standard Deviation and Correlations

Variables	Mean	SD	1	2	3
1. Polychronicity	4.82	1.19			
2. Job Satisfaction	5.57	1.13	0.30[**]		
3. Work Engagement	5.35	1.00	0.41[**]	0.77[**]	
4. Turnover Intention	4.45	1.59	0.11	-0.37[**]	-0.25[**]

[**]. Correlation is significant at the 0.01 level (2-tailed)

Factor Analysis of Polychronicity

A principle component factor analysis with varimax rotation was conducted to identify the factor structure of polychronicity. Originally, the ten items of polychronicity were categorized into three factors. However, the Cronbach's alpha score with all ten questions was only slightly above the accepted score of 0.70. Mean scores of all revered-coded questions were significantly lower than the composite mean 4.08. Therefore, in order to increase the Cronbach's alpha score, to assure high internal consistency of the scale, all five reverse-coded questions with low mean scores were eliminated. After removing the five reverse-coded questions, the Cronbach's alpha and the mean score of polychronicity were increased to 0.83 and 4.82, respectively. There was one factor remaining after all reverse-coded questions were removed, which included all five polychronic-oriented questions. The remaining factor yielded an eigenvalue of 3.14 and explained 62.73% of the variance. The magnitudes of the factor loadings ranged from "*I like to jungle several activities at the same time*" (0.60), to "*I believe people should try to do many things at once*" (0.90). The results of the factor analysis are presented in Table 4.4.

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Table 4.4. Factor Analysis of Polychronicity, Job Satisfaction, Work Engagement, and Turnover Intention

Scale items	Factor loadings	Cumulative explained variance
Polychronicity (Cronbach's alpha = 0.83)		62.73%
I like to juggle several activities at the same time.	0.60	
I would rather complete parts of several tasks every day than complete an entire task.	0.65	
I believe people should try to do many things at once.	0.90	
I believe people do their best work when they have many tasks to do.	0.89	
I believe it is best for people to be given several tasks and assignments to perform at the same time.	0.87	
Job Satisfaction (Cronbach's alpha = 0.93)		79.04%
I consider my job pleasant.	0.88	
I feel fairly well satisfied with my present job.	0.89	
I definitely like my work.	0.90	
My job is interesting.	0.86	
I find real enjoyment in my work.	0.92	
Work Engagement (Cronbach's alpha = 0.91)		59.14%
When I get up in the morning, I feel like going to work	0.76	
At my work, I feel bursting with energy.	0.83	
At my work, I always persevere, even when things do not go well.	0.71	
My job inspires me.	0.87	
I get carried away when I am working.	0.51	
I am enthusiastic about my job.	0.85	
I am proud of the work that I do.	0.72	

Table 4.4. Factor Analysis of Polychronicity, Job Satisfaction, Work Engagement, and Turnover Intention *(Continued)*

Scale items	Factor loadings	Cumulative explained variance
I am immersed in my work.	0.81	
I feel happy when I am working intensely.	0.80	
Turnover Intention (Cronbach's alpha = .93)		**76.60%**
I often think about leaving my job.	0.79	
I am looking for a better job right now.	0.76	
I would leave if I could find a better paying job.	0.90	
It is very likely that I will actively look for a new job in the next year.	0.91	
I will leave this organization in the next year.	0.89	
I sometimes think about changing jobs.	0.89	

Factor Analysis of Job Satisfaction

Job satisfaction was measured with a five-item scale developed by Kim, Leong, and Lee (2005). Sample questions included "*I consider my job present*", and "*I feel fairly well satisfied with my present job*". The Cronbach's alpha score was at 0.93, which illustrated a high reliability among all five items accessing job satisfaction. All items loaded onto one factor yielding an eigenvalue of 3.85, explaining 79.04% of the variance. The magnitudes of the factor loadings were from the lowest, "*My job is interesting*" (0.86) to the highest, "*I find real enjoyment in my work*" (0.92). The composite mean score of job satisfaction was 5.57 and the question "*My job is interesting*" yielded the highest meanscore of 5.69. The result of the job satisfaction's factor analysis is presented in Table 4.4.

Factor Analysis of Work Engagement

A principle component factor analysis with varimax rotation was applied to the factor analysis of work engagement. According to the results of the factor analysis, one factor was found and the Cronbach's alpha was 0.91, indicating a high level of internal consistency of all items. The question "*I get carried away when I am working*" yielded the lowest factor loading score of 0.51 and the question, "*My job inspires me*" yielded the highest factor loading score, which was 0.87. The eigenvalue was 5.34, explaining 59.29% of the variance. The result of work engagement is presented in table 4.4.

Factor Analysis of Turnover Intention

The results of factor analysis revealed that some of the items in turnover intention were heavily cross-loaded or were not clearly identified with any of the purported factors. Therefore, the two reverse-coded items from the turnover intention measure were eliminated from further analysis. The final results yielded an eigenvalue of 4.42, explaining 73.60% of the variance. The magnitudes of the factor loadings ranged from 0.76 to 0.91 and the Cronbach's alpha was 0.93, indicating a high level of internal consistency of the scale. The lowest factor loading score was obtained from the question "*I would leave if I could find a better paying job*". On the other hand, the question "*It is very likely that I will actively look for a new job in the next year*" yielded the highest factor loading score. The results of turnover intention factor analysis are presented in Table 4.4.

Multiple Regression Analysis

A multiple regression analysis was conducted to test the hypotheses that examined whether polychronicity positively predicted job satisfaction and work engagement, and negatively predicted turnover intention. In addition, whether job satisfaction and work

engagement were antecedents of turnover intention was also examined in this study. The findings concerning each of the five proposed hypotheses are outlined below.

The relationship between polychronicity and job satisfaction was statistically significant ($\beta = 0.30$, $p < 0.001$). The multiple regression analysis for Hypothesis 1, polychronicity positively predicts restaurant servers' job satisfaction, showed a statistically significant level ($F = 23.86$, $p = < 0.001$) (Table 4.5). The adjusted R^2 between polychronicity and job satisfaction was 8.4%, which means polychronicity explained 8.4% of the total variance in job satisfaction. For a single dispositional variable, this is quite significant. Hypothesis 1 was supported, polychronicity positively predicted restaurant servers' job satisfaction. This result was compatible with the results from the research of Jang and George (2012) and Arndt, Arnold, and Landry (2006). Jang and George revealed that polychronicity positively related to job satisfaction ($\beta = 0.54$, $p < 0.001$). Arndt, Arnold, and Landry also found that polychronic-orientation significantly and positively leads to job satisfaction ($\beta = 0.177$, $p < 0.01$, $R^2 = 4.3\%$).

Table 4.5. Multiple Regression Model of Polychronicity and Job Satisfaction

Model	Sum of Squares	df	Mean	F	Significance
Regression	27.79	1	27.79	23.86	0.000
Residual	290.09	249	1.17		
Total	317.88	250			

Standardized Coefficients[a]			
Model	Beta	T	Significance
(Constant)		14.86	0.000
Polychronicity	0.30	4.88	0.000

[a] Dependent Variable: Job Satisfaction

As predicted, restaurant servers that have higher levels of polychronic-orientation have higher job satisfaction-a seemingly important aspect of person-organization fit. Servers that prefer conducting multiple tasks simultaneously and welcome interruptions from guests reported higher level of job satisfaction. Polychronic servers possess characteristics that match the requirements of working at a restaurant. Therefore, it makes sense for restaurant managers to examine a candidate's time use preference in order to secure a right person-organization fit.

Hypothesis 2 suggested that polychronicity negatively predicted restaurant servers' turnover intention. The multiple regression analysis did not show a statistically significant relationship between polychronicity and turnover intention ($F = 3.22$, $p = 0.07$) (Table 4.6). Therefore, polychronicity did not negatively predict restaurant servers' turnover intention in this study. Hypothesis 2 was not supported. This finding was contradictory to the finding of Jang and George (2012). In their research, polychronicity has a significant and direct impact on their turnover intention even though the relationship was weak ($\beta = -0.11$, $p < 0.001$).

Table 4.6. Multiple Regression Model of Polychronicity and Turnover Intention

Model	Sum of Squares	df	Mean	F	Significance
Regression	8.06	1	8.06	3.223	0.07
Residual	290.09	249	1.17		
Total	317.88	250			

Standardized Coefficients[a]			
Model	Beta	T	Significance
(Constant)		8.96	0.000
Polychronicity	0.113	1.80	0.07

[a] Dependent Variable: Turnover Intention

In order to explore the reasons why polychronicity failed to predict employee turnover intention, a stepwise regression analysis was conducted in order to examine the level of influence demographic factors had on turnover intention (Table 4.7). Four demographic factors including age, education level, gender, and job tenure were proven to have significant associations with turnover intention, which explained 11% of the total variance. When all variables were included in the model (Step 2), turnover intention was significantly associated with age (β = -0.13, $p <$ 0.05), gender (β = -0.17, $p < 0.05$), and job tenure (β = -0.15, $p < 0.05$). The results indicate that the older the participants and the longer they have worked for the same company, the less likely they intent to turnover. In addition, male participants reported that they were more likely to leave the company compared to female participants. Considering over 50% of the participants were over the age of 35, over 50% were female, and almost 50% of which have been working for the same company for over three years, it is posited that they were more likely to stay with the company regardless of their polychronic-orientation.

Table 4.7. Stepwise Regression Analysis on Turnover Intention

Variables	Step 1			Step 2		
	b	SE b	β	b	SE b	β
Age	-0.18	0.09	-0.14[*]	-0.18	0.09	-0.13[*]
Highest Education Level	0.10	0.05	0.13[*]	0.09	0.05	0.11
Gender	-0.53	0.19	-0.17[*]	-0.53	0.20	-0.17[*]
Job Tenure	-0.19	0.08	-0.15[*]	-0.20	0.08	-0.15[*]
Polychronicity				0.11	0.08	0.08
Adjusted $R^2 = 0.11$[*]						

[*] $p < 0.05$, two-tailed tests.

Even though polychronicity failed to directly predict restaurant servers' turnover intention, it has the potential to influence other variables that have direct impact on employee's

intention to turnover. For example, polychronicity predicts job satisfaction and work

engagement and both job satisfaction and work engagement relate closely with employees'

turnover intention. Therefore, whether or not a server's time use preference matches the

operation of a restaurant indirectly affects their intention to leave the job through job satisfaction

and work engagement.

Hypothesis 3 stated that restaurant servers' job satisfaction negatively predicts their

intention to leave. The regression equation for hypothesis 3 was statistically significant ($F =$

39.64, $p < 0.001$, Adjusted $R^2 = 0.13$). Job satisfaction was proven to negatively predict turnover

intention ($\beta = -0.37$, $p < 0.001$) (Table 4.8). Therefore, hypothesis 3 was supported. This result

was compatible with the finding from Jang and George's study (2012). They discovered that

hotel employees' job satisfaction negatively predicted their intention to leave their job ($\beta = -0.44$,

$p < 0.001$).

Table 4.8. Multiple Regression Model of Job Satisfaction and Turnover Intention

Model	Sum of Squares	df	Mean	F	Significance
Regression	86.64	1	86.64	39.64	0.000
Residual	544.24	249	2.19		
Total	630.88	250			

Standardized Coefficients[a]			
Model	**Beta**	**T**	**Significance**
(Constant)		12.36	0.000
Polychronicity	-0.37	-6.30	0.000

[a] Dependent Variable: Turnover Intention

As noted, job satisfaction itself explained 13% of the total variance in turnover intention,

which is extremely significant for a single dispositional variable. Job satisfaction is important

for restaurant servers because the cost of turnover is high and the cost of employee

dissatisfaction can be ultimately passed to the customers. Therefore, hiring the right candidate

that fits the position and origination becomes extremely important because it determines how

satisfied the employee is with the job and how likely they stay with the organization.

Hypothesis 4 hypothesized that polychronicity positively predicted restaurant servers'

work engagement. Hypothesis 4 was proven to be statistically significant ($F = 51.15$, $p < 0.001$,

Adjusted $R^2 = 0.17$) (Table 4.9). Polychronicity was tested to positively predict the work

engagement level of restaurant servers ($\beta = 0.41$, $p < 0.001$). Therefore, hypothesis 4 was

supported. This finding was congruent with the finding of Karatepe, Karadas, Azar, and

Naderiadib (2013). They revealed that polychronicity significantly and positively influenced

work engagement ($\gamma = 0.28$, $t = 3.10$).

Table 4.9. Multiple Regression Model of Polychronicity and Work Engagement

Model	Sum of Squares	df	Mean	F	Significance
Regression	42.63	1	42.63	51.15	0.000
Residual	207.51	249	0.83		
Total	250.14	250			

Standardized Coefficients[a]			
Model	Beta	T	Significance
(Constant)		15.34	0.000
Polychronicity	0.41	7.15	0.000

[a] Dependent Variable: Work Engagement

The result suggested that polychronic restaurant servers have high level of engagement

with their job and poychoronicity itself explained 17% of the total variance in work engagement.

Polychronic servers are deeply engrossed in their work because they are able to move back and

forth among multiple tasks. Servers who are more engaged with their job are more likely to

deliver higher quality of service and performances.

Hypothesis 5 proposed that the work engagement negatively predicts turnover intention

among non-supervisory restaurant servers. The result of this finding was statistically significant

($F = 16.34$, $p < 0.001$) (Table 4.10). Work engagement was found to negatively predict turnover

intention (β = -0.25, $p < 0.001$, Adjusted $R^2 = 0.06$). Therefore, hypothesis 5 was supported.

Table 4.10. Multiple Regression Model of Work Engagement and Turnover Intention

Model	Sum of Squares	df	Mean	F	Significance
Regression	38.84	1	38.84	16.34	0.000
Residual	592.04	249	2.38		
Total	630.88	250			

Standardized Coefficients[a]			
Model	Beta	T	Significance
(Constant)		12.36	0.000
Polychronicity	-0.25	-4.04	0.000

[a] Dependent Variable: Turnover Intention

Polychronic restaurant servers invest their cognitive, emotional, and physical energies

through work engagement. It is now confirmed that the higher the engagement level of a server,

the less likely he/she will look for other job opportunities. Therefore, a good person-

organization fit between polychronicity and work engagement will help to reduce employee

turnover intention.

Figure 4.1 presents the overall results of the multiple regression analysis. The results

showed that polychronicity significantly and positively predicted job satisfaction (β = 0.30, $p <$

0,001) and work engagement (β = 0.41, $p < 0.001$). Therefore, Hypothesis 1 and 4 were

supported. The results also demonstrated that job satisfaction and work engagement were significantly and negatively predicted turnover intention ($\beta = -0.37$, $p < 0.001$; $\beta = -0.25$, $p < 0.001$, respectively). Therefore, there were empirical supports for Hypothesis 3 and 5. However, the relationship between polychronicity and turnover intention was not significant, which means Hypothesis 2 was not supported.

Figure 4.1. Polychronicity, job satisfaction, work engagement and turnover intention.
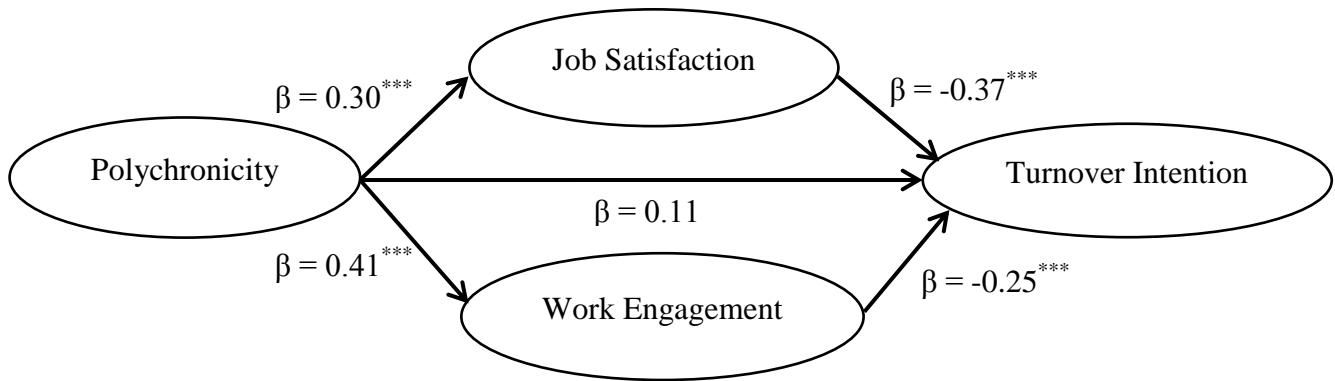
Note: *** $p < 0.001$

According to the results, restaurant servers who were polychronic demonstrated high level of job satisfaction and work engagement. When employee were energetic, felt dedicated and were absorbed by their work, they tend to report lower level of turnover intention. These results indicated that polychronic-oriented restaurant servers were satisfied and engaged with their job. Specifically, employees who handled multiple tasks and switch among different tasks within the same time block had elevated levels of energy and were happily immersed with their work. A good person-organization fit between polychronic servers and the restaurant not only promotes higher job satisfaction, work engagement, and higher quality of customer service, but also reduces potential cost of employee dissatisfaction and turnover intention.

Chapter 5 - Conclusions and Recommendations

Conclusions

The purpose of the study was to investigate the impact of individual differences, focusing on one's preference of allocation of time on job satisfaction, work engagement, and turnover intention among full-time food and beverage servers working in the restaurant industry. In this chapter, major findings answering the research questions were discussed first, then practical recommendations for restaurant managers and employees are provided. Limitations of this study and theoretical recommendations for future researchers are presented at the end of this chapter.

Major Findings

RQ1. Does restaurant server's preference on conducting and switching among multiple tasks positively influence their job satisfaction?

The relationship between polychronicity and job satisfaction was found significant ($F = 23.86$, $\beta = 0.30$, $p < 0.001$). Polychronicity positively predicts job satisfaction among full-time restaurant servers. The examination of the relationship suggested that polychronic-oriented servers are actively engaged with different tasks when they work at the restaurant. They consider juggling several tasks at the same time is the most efficient way of getting a job done. Therefore, psychologically, polychronic servers were more content with their job because the fast-pace work environment created a platform for them to practice their preferences. Both the employees and the restaurants possessed characteristics that matched with each other's need and they shared similar fundamental traits. Therefore, the synergy effect was created by the person-organization fit between the two entities. Strong person-organization fit contributed to the high level of job satisfaction polychronic-oriented servers' experienced.

RQ2. Does restaurant server's preference on conducting and switching among multiple tasks positively influence their work engagement?

Polychronic-oriented servers were found to be engaged with their job (F = 51.15, β = 0.41, p < 0.001), which indicated that polychronicity positively predicted restaurant servers' level of work engagement. The reason behind this finding can be explained by the physical, cognitive, emotional, and mental identification polychronic-oriented servers experience during role performance. Physically, polychronic servers engaged themselves with multiple on-going activities and went back and forth between different tasks when needed. They were highly motivated to do so due to their personal preferences. Cognitively, polychronic-oriented servers believed that taking care of numerous on-going tasks at the same time made work most efficient and would be the best way of getting a task done. Meanwhile, the work environment in restaurants is fast-paced, which means restaurant servers are expected to conduct frequent multitasking behaviors. Therefore, on the emotional and mental level, unlike monochronic servers, polychronic servers felt more engaged with the restaurants because of the perception of fit with the organization. All existing prerequisites allowed the servers to be more involved with the work they perform.

RQ3. Does restaurant server's preference on conducting and switching among multiple tasks negatively influence their turnover intention?

The result of the statistical analysis showed that polychronicity did not negatively predict employee turnover intention (F = 3.22, β = 0.11, p = 0.74). This finding was contradictory to the finding of Jang and George (2012), as well as Arndt, Arnold, and Landry (2006). In their research, polychronicity negatively predicted turnover intention. Theoretically and empirically, the more polychronic an employee is, the less likely he/she inclines to leave their jobs. Based on

the person-organization fit theory, because polychronic servers and the restaurants they work in share similar fundamental characteristics, organization fit is more likely to occur between polychronic servers and restaurants compared to monochronic servers. When employees' personality traits fit with their organization, it is more likely they will be satisfied and engaged with the job they perform and be less likely to have the intention to look for other opportunities. However, the results of this study tell otherwise. There are a couple proposed explanations and reasons why polychronicity failed to predict restaurant servers' turnover intention in this study.

Age, gender and job tenure were proven to have significant relationship with turnover intention (Table 4.7). In this sample, almost 50% of the respondents were age 35 or older, with over 20% in this group were over the age of 45. Considering the life stage of respondents, it was believed that respondents who were older of age and had family responsibilities tended to value stability of their life and their career and would be less likely to seek for constant changes. Additionally, all respondents were full-time employees and over 48% worked for the same restaurants for more than three years and 38% worked for the same restaurants for over five years. Compared to the national average tenure of food preparer and server, 2.2 years (United States Department of Labor, 2014), participants in this study had a much longer tenure. In addition, female were proven to have lower chances to leave their positon than male in this study and the sample consisted of over 50% of female participants. Therefore, considering the age of the servers, the length of time they have worked for the same restaurants and the over 50% female participation in this study, it is posited that they will be less likely to leave their current job regardless of their polychronic-orientation.

RQ4. Does restaurant server's job satisfaction negatively influence their turnover intention?

Full-time restaurant servers' job satisfaction was found to have a negative relationship with their turnover intention (F = 39.64, β = -0.37, p < 0.001). Not surprisingly, the results indicate that employees who experience high level of job satisfaction are less likely to leave their job. Restaurant servers are front line employees who have high level of customer contact. Their level of job satisfaction directly and indirectly influences the quality of service they deliver and the experience the customers receive. A high turnover rate of servers not only negatively impacts the restaurant's profit, but causes frustration of returning customers. Therefore, it is crucial to understand that hiring the right person will help to increase employee job satisfaction, which ultimately decrease employee turnover intention.

RQ5. Does restaurant server's work engagement negatively influence their turnover intention?

The relationship between work engagement and turnover intention was found statistically significant (F = 16.34, β = -0.25, p < 0.001). The more an employee is engaged in work, the less likely he/she will have the intention to leave their job. In the restaurant industry, polychronic-oriented servers physically engage themselves with multiple tasks and cognitively they believe multitasking and task switching is the best way to perform their job. Emotionally they find fulfillment and accomplishment with the job they perform. Therefore, polychronic-oriented servers experience high work engagement and find their job more enjoyable, which ultimately affects their intention to turnover. This result reveals that good person-organization fit allows polychronic servers to be engaged with the work they conduct and experience less intention to turnover.

Theoretical Implication

This is the first study that examines the comprehensive relationships among polychronicity, job satisfaction, work engagement, and turnover intention in a restaurant setting. It was discovered that polychronicity positively predicted job satisfaction and work engagement. In addition, both job satisfaction and work engagement negatively predicted employee's turnover intention. More specifically, polychronic restaurant servers experienced a high level of job satisfaction and work engagement. Polychronicity explained 8.4% of the total variance in job satisfaction and 17% in work engagement. Job satisfaction and work engagement explained 13% and 6% of the total variance in turnover intention, respectively. For a single dispositional variable, this is quite significant, especially when considering that job satisfaction, work engagement and turnover intention have numerous antecedents.

Interestingly, polychronicity did not negatively predict restaurant server's turnover intention, as expected. This finding is contradictory to the finding of Jang and George (2012) that revealed a significantly negative relationship between polychronicity and turnover intention. Considering the sample in this study consisted of participants that were older of age and have a longer job tenure compared to national average, it is tested that age, gender, and job tenure had a significant impact on employee turnover intention regardless of their polychronic-orientation. Therefore, it is suggested for future researchers that they need to control demographic variables in order to have more accurate measurement for turnover intention.

Several researches have examined polychronicity in different work settings. However, the definitions and distinctions of polychronicity were remained unclear. This study clarified three different aspects of polychronicity, which included time use preference, time tangibility, and cultural context. It also distinguishes the time use preference aspect of multitasking and task

switching from the behavioral aspect of one's ability of conducting multitasking and task switching. Researchers need to be cautious when applying polychronicity to different work settings and need to be careful when selecting different aspects of polychrinicity to best fit their research purpose.

Managerial Implication

As it was shown by the result of the study, polychronicity is one of the predictors of job satisfaction and work engagement. Based on the nature of the restaurant industry, it is important to recognize the impact of polychronicity on job satisfaction and work engagement. Restaurants are characterized as a work environment in which time allocation is important and where multitasking is frequently required within a given time period. This study indicated that different patterns of time use influenced employee job satisfaction and work engagement. Hiring based on matching work-styles with the job represents a low-cost investment with a high payoff (Arndt, Arnold, & Landry, 2006). As a result, when hiring employees, restaurant managers should consider conducting personality tests or asking behavioral-based questions during interviews in order to better place candidates with jobs that will capitalize on their abilities.

Bluedorn et al. (1999) designed and validated a psychometric measure of polychronicity called the Inventory of Polychronic Values (IPV), in order to predict the extent to which people prefer to vary among two or more tasks or events in one time-block. Restaurant managers could administer a similar scale to job candidates to predict their polychronic-orientation. Alternatively, an experimental test could be administered to the individual to determine his/her work style (Arndt, Arnold, & Landry, 2006).

In order to screen out unqualified candidates, interviewers can ask behavioral questions such as "*describe a stressful situation where you need to take care of multiple tasks at the same*

time". Based on the answers of the candidates, interviewers should have an adequate perception of whether the individuals feel comfortable and have the potential to handle multiple tasks at the same time. Interviewing about what the candidates liked or did not like about particular tasks from their previous employment could reveal an employee's polychronic- or monochronic-orientation.

Appropriate hiring is important because it is highly unlikely to change an employee's personality trait. Monochronic or polychronic work style appears to be a stable trait rather than a malleable state (Bluedorn 1999). Therefore, polychronic-oriented candidates should be placed in positions where interruptions are often and where required-contacts with customers are high. Effective placement helps to create better person-organization fit between employees and the restaurants. It also increases employee job satisfaction and assists in reducing employee turnover intention. In addition, restaurants may consider developing and implementing training programs to enhance employee multi-tasking skills in order for servers to keep up with the fast-paced work environment.

Based on the result of this study, hiring polychronic-oriented servers to work at a restaurant is extremely important for a couple of reasons. Beyond the obvious costs of employee turnover, there are other possible hidden costs associated with mistakenly hiring an employee who represents a low person-organization fit. Restaurant servers who do not enjoy interruptions are more likely to provide inferior service.

As for restaurant servers, knowing their own personality traits and preferences help them to better position themselves in their career path. Applying for the right position in the right working environment will help them to increase job satisfaction and decrease potential frustration from work.

Limitations

This study introduced the concept of polychronicity and demonstrated empirically that a polychronic-orientation had both direct and indirect impacts on restaurant servers' job satisfaction, work engagement, and turnover intention. However, this study is not without limitations. First of all, over 75% of the respondents participating in this study were Caucasians, which indicated that the sample was lacking in diversity and the results cannot be generalized to all ethnicity groups. A suspected reason why the majority of the participants were Caucasians was based on the distribution method of the survey. In addition, using a single self-reporting questionnaire for data collection can cause common method bias resulting from the respondents' recall bias, social desirability bias and errors in self-observation. Therefore, caution should be used in interpreting the strength of the study's results.

Future Study

Research investigating polychronicity at restaurants is at an early stage, Therefore, there is potential to further examine the role of polychronicity. This study revealed that polychronicity was not a direct predictor of turnover intention. Future researchers should examine other variables that might serve as mediating variables between polychronicity and turnover intention, such as job satisfaction, work engagement, and job performance. Given the complexity involved in making the decision to leave a job, other personality traits of a server such as conscientiousness and extraversion need to be taken into consideration along with polychronicity.

Job satisfaction and work engagement were found to explain a limited part of restaurant employee turnover intention (Adjusted R^2 of job satisfaction was 0.13 and Adjusted R^2 of work engagement was 0.06). In order to gain a better understanding of restaurant employees' intention

to leave, other antecedents such as perceived supervisor support, organization commitment, and emotional exhaustion need to be examined in future studies.

All participants in this study were full-time restaurant servers. Besides serving positions, there are other positions such as hosting and bar tending requiring employees to move among tasks and conducting numerous activities at the same time. Future research could consider including other polychronic-oriented positions for further studies. In addition, restaurant employees in managerial positions are also required to multitask. It will be meaningful to include managerial level employees in a study in order to find out whether restaurant managers' preference on time allocation influences their job satisfaction and work engagement level at work.

Future studies could also utilize demographic information to examine variance within different demographic groups such as age, gender, education level, and ethnicity. An Anova test can help to analyze whether polychronictity has the same influence on participants that are different of age, education, gender, and job tenure.

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Appendix A - Pilot Study Qualtrics Survey: The Impact of Polychronicity on Job Satisfaction, Work Engagement, and Turnover Intention

Dear Participants:

My name is Wenhao Zhang and I am a graduate student at Kansas State University. In order to complete my master's degree in the program of Hospitality Management and Dietetics, I am conducting a research study focusing on the impact of employees' time use preference on job satisfaction and work engagement in the restaurant industry. Because you are important components of the restaurants, I am inviting you to participate in this research study by completing the surveys.

The following questionnaire will require approximately 15 minutes to complete. There are no foreseeable risks involved in this study. In order to ensure that all information will remain confidential, please do not include your name in the survey. If you choose to participate in this project, please answer all questions honestly as uncompleted surveys cannot be used. Participation is strictly voluntary and you may refuse to participate at any time.

If you are not satisfied with the manner in which this study is being conducted or if you have any concerns and questions, please feel free to reach me at (785) 226-6305 or email me at wenhao@ksu.edu. You may also contact Dr. Kevin Roberts at (785)532-2399 or email him at kevrob@k-state.edu. This research study has been reviewed and approved by the KSU Institutional Review Board (IRB). You may contact the IRB at (785)532-3224 for any questions you might have about your rights as a research participant.

Thank you for your participation.

Sincerely,

Wenhao Zhang   Kevin R. Roberts
Graduate Student   Major Professor
Department of Hospitality Management and Dietetics
College of Human Ecology
Kansas State University

Please select the number that most closely reflects your current or most recent job experience.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I like to juggle several activities at the same time.	○	○	○	○	○
I would rather complete parts of several tasks every day than complete an entire task.	○	○	○	○	○
I believe people should try to do many things at once.	○	○	○	○	○
I believe people do their best work when they have many tasks to do.	○	○	○	○	○
I believe it is best for people to be given several tasks and assignments to perform at the same time.	○	○	○	○	○
I prefer to do one thing at a time.	○	○	○	○	○
I believe it is best to complete one task before beginning another.	○	○	○	○	○
I would rather complete all procedures every day than complete parts of several procedures.	○	○	○	○	○
I seldom like to work on more than a single task or assignment at the same time.	○	○	○	○	○
When I work by myself, I usually work on one task at a time.	○	○	○	○	○

Please select the number that most closely reflects your current or most recent job experience.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I consider my job pleasant.	○	○	○	○	○
I feel fairly well satisfied with my present job.	○	○	○	○	○
I definitely like my work.	○	○	○	○	○
My job is interesting.	○	○	○	○	○
I find real enjoyment in my work.	○	○	○	○	○

Please select the number that most closely reflects your current or most recent job experience.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	○	○	○	○	○
At my work, I feel bursting with energy.	○	○	○	○	○
At my work, I always persevere, even when things do not go well.	○	○	○	○	○
My job inspires me.	○	○	○	○	○
I get carried away when I am working.	○	○	○	○	○
I am enthusiastic about my job.	○	○	○	○	○
	○	○	○	○	○
I am proud on the work that I do.	○	○	○	○	○
I am immersed in my work.	○	○	○	○	○
I feel happy when I am working intensely.	○	○	○	○	○
I often think about leaving my job.	○	○	○	○	○
I am looking for a better job right now.	○	○	○	○	○
I would leave if I could find a better paying job.	○	○	○	○	○

Please select the number that most closely reflects your intention based on your recent job experience.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
It is very likely that I will actively look for a new job in the next year.	○	○	○	○	○
I will leave this organization in the next year.	○	○	○	○	○
I sometimes think about changing jobs.	○	○	○	○	○
I plan to be with the company five years from now.	○	○	○	○	○
I would turn down a job offer from another company tomorrow even if that job offered better pay.	○	○	○	○	○

Please answer the following items by selecting the option that applies to you.

1. What is your current age?

○ 18 to 24
○ 25 to 34
○ 35 to 44
○ 45 to 54
○ 55 to 64
○ 65 or over

2. What is your gender?

○ Male
○ Female

3. Which of the following best describes your ethnicity?

○ African-American
○ Hispanic/Latino
○ Native American
○ Caucasian/Non-Hispanic
○ Asian/Aleutian/Pacific Islander
○ Other

4. What is your marital status?

○ Married
○ Widowed
○ Single
○ Divorced/Seperated

5. What is your highest educational level?

❍ Less than high school diploma
❍ High school diploma or general diploma
❍ Some college
❍ Some technical school training
❍ Associate degree
❍ Bachelor's degree
❍ Some graduate school
❍ Graduate or professional degree
❍ Other

6. Do you work part-time, full-time or more than one job?

❍ Part-time (less than 30 work hours per week)
❍ Full-time (more than 30 work hours per week)
❍ More than one job

7. How long have you worked in this restaurant?

❍ Less than 6 months
❍ 7-12 months
❍ 1-3 years
❍ 3-5 years
❍ More than 5 years

8. What is your individual annual income?

❍ less than $10,000
❍ $10,000-$20,000
❍ $20,000-$30,000
❍ $30,000-$40,000
❍ $40,000-$50,000
❍ Over $50,000

Q16. How long did it take you to complete the survey?

[   ]

Q17. Are there any unclear questions? If so, please list the questions and discribe how they are unclear to you.

[   ]

Q 18. If you have additional comments, please type them here.

[   ]

Appendix B - Final Qualtrics Survey: The Impact of Polychronicity

on Job Satisfaction, Work Engagement, and Turnover Intention

Dear Participants:

My name is Wenhao Zhang and I am a graduate student at Kansas State University. In order to complete my master's degree in the program of Hospitality Management and Dietetics, I am conducting a research study focusing on the impact of employees' time use preference on job satisfaction and work engagement in the restaurant industry. Because you are important components of the restaurants, I am inviting you to participate in this research study by completing the surveys.

The following questionnaire will require approximately 15 minutes to complete. There are no foreseeable risks involved in this study. In order to ensure that all information will remain confidential, please do not include your name in the survey. If you choose to participate in this project, please answer all questions honestly as uncompleted surveys cannot be used. Participation is strictly voluntary and you may refuse to participate at any time.

If you are not satisfied with the manner in which this study is being conducted or if you have any concerns and questions, please feel free to reach me at (785) 226-6305 or email me at wenhao@ksu.edu. You may also contact Dr. Kevin Roberts at (785)532-2399 or email him at kevrob@k-state.edu. This research study has been reviewed and approved by the KSU Institutional Review Board (IRB). You may contact the IRB at (785)532-3224 for any questions you might have about your rights as a research participant.

Thank you for your participation.

Sincerely,

Wenhao Zhang   Kevin R. Roberts
Graduate Student   Major Professor
Department of Hospitality Management and Dietetics
College of Human Ecology
Kansas State University

Do you agree on participating on the survey?

  ○ Yes

  ○ No

Do you work as a full-time food and beverage server at a full-service restaurant? (i.e. Red Lobster, Chili's)

  ○ Yes

  ○ No

Please select the response that most closely reflects your current or most recent job experience.

	Strongly Disagree	Disagree	Some-what Disagree	Neutral	Some-what Agree	Agree	Strongly Agree
I like to juggle several activities at the same time.	❍	❍	❍	❍	❍	❍	❍
I would rather complete parts of several tasks every day than complete an entire task.	❍	❍	❍	❍	❍	❍	❍
I believe people should try to do many things at once.	❍	❍	❍	❍	❍	❍	❍
I believe people do their best work when they have many tasks to do.	❍	❍	❍	❍	❍	❍	❍
I believe it is best for people to be given several tasks and assignments to perform at the same time.	❍	❍	❍	❍	❍	❍	❍
I prefer to do one thing at a time.	❍	❍	❍	❍	❍	❍	❍
I believe it is best to complete one task before beginning another.	❍	❍	❍	❍	❍	❍	❍
I would rather complete all procedures every day than complete parts of several procedures.	❍	❍	❍	❍	❍	❍	❍
I seldom like to work on more	❍	❍	❍	❍	❍	❍	❍

than a single task or assignment at the same time.							
When I work by myself, I usually work on one task at a time.	❍	❍	❍	❍	❍	❍	❍
I consider my job pleasant.	❍	❍	❍	❍	❍	❍	❍
I feel fairly well satisfied with my present job.	❍	❍	❍	❍	❍	❍	❍
I definitely like my work.	❍	❍	❍	❍	❍	❍	❍
My job is interesting.	❍	❍	❍	❍	❍	❍	❍
I find real enjoyment in my work.	❍	❍	❍	❍	❍	❍	❍

Please select the response that most closely reflects your current or most recent job experience.

	Strongly Disagree	Disagree	Some-what Disagree	Neutral	Some-what Agree	Agree	Strongly Agree
When I get up in the morning, I feel like going to work.	○	○	○	○	○	○	○
At my work, I feel bursting with energy.	○	○	○	○	○	○	○
At my work, I always persevere, even when things do not go well.	○	○	○	○	○	○	○
My job inspires me.	○	○	○	○	○	○	○
I get carried away when I am working.	○	○	○	○	○	○	○
I am enthusiastic about my job.	○	○	○	○	○	○	○
I am proud on the work that I do.	○	○	○	○	○	○	○
I am immersed in my work.	○	○	○	○	○	○	○
I feel happy when I am working intensely.	○	○	○	○	○	○	○
I often think about leaving my job.	○	○	○	○	○	○	○
For quality purpose, please select "somewhat Agree"	○	○	○	○	○	○	○
I am looking for a better job right now.	○	○	○	○	○	○	○
I would leave if I could find a	○	○	○	○	○	○	○

better paying job.							
It is very likely that I will actively look for a new job in the next year.	○	○	○	○	○	○	○
I will leave this organization in the next year.	○	○	○	○	○	○	○
I sometimes think about changing jobs.	○	○	○	○	○	○	○

Please answer the following items by selecting the option that applies to you.

1. What is your current age?

○ 18 to 24
○ 25 to 34
○ 35 to 44
○ 45 to 54
○ 55 to 64
○ 65 or over

2. What is your gender?

○ Male
○ Female

3. Which of the following best describes your ethnicity?

○ African-American
○ Hispanic/Latino
○ Native American
○ Caucasian/Non-Hispanic
○ Asian/Aleutian/Pacific Islander
○ Other

4. What is your marital status?

○ Married
○ Widowed
○ Single
○ Divorced/Seperated

5. What is your highest educational level?

○ Less than high school diploma
○ High school diploma or general diploma
○ Some college
○ Some technical school training
○ Associate degree
○ Bachelor's degree
○ Some graduate school
○ Graduate or professional degree

6. Do you work part-time, full-time or more than one job?

○ Part-time (less than 30 work hours per week)
○ Full-time (more than 30 work hours per week)
○ More than one job

7. How long have you worked in this restaurant?

○ Less than 6 months
○ 7-12 months
○ 1-3 years
○ 3-5 years
○ More than 5 years

8. What is your individual annual income?

○ less than $10,000
○ $10,000-$20,000
○ $20,000-$30,000
○ $30,000-$40,000
○ $40,000-$50,000
○ Over $50,000

Appendix C - IRB Approval Form

TO: Kevin Roberts   Proposal Number: 7573
        HMD
        106 Justin

FROM: Rick Scheidt, Chair
        Committee on Research Involving Human Subjects

DATE: 02/18/2015

RE: Proposal Entitled, "The influence of polychronic time use on job satisfaction, work engagement, and turnover intention: A study of non supervisory restaurant employees"

The Committee on Research Involving Human Subjects / Institutional Review Board (IRB) for Kansas State University has reviewed the proposal identified above and has determined that it is EXEMPT from further IRB review. This exemption applies only to the proposal - as written – and currently on file with the IRB. Any change potentially affecting human subjects must be approved by the IRB prior to implementation and may disqualify the proposal from exemption.

Based upon information provided to the IRB, this activity is exempt under the criteria set forth in the Federal Policy for the Protection of Human Subjects, **45 CFR §46.101, paragraph b, category: 2, subsection:** .

Certain research is exempt from the requirements of HHS/OHRP regulations. A determination that research is exempt does not imply that investigators have no ethical responsibilities to subjects in such research; it means only that the regulatory requirements related to IRB review, informed consent, and assurance of compliance do not apply to the research.

Any unanticipated problems involving risk to subjects or to others must be reported immediately to the Chair of the Committee on Research Involving Human Subjects, the University Research Compliance Office, and if the subjects are KSU students, to the Director of the Student Health Center.

203 Fairchild Hall, Lower Mezzanine, Manhattan, KS 66506-1103 | 785-532-3224 | fax: 785-532-3278 | k-state.edu/research/comply | comply@ksu.edu

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