



## The Effect Polychronicity on Employee Engagement

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### Abstract:

The hotel industry is a work environment where activities are increasingly complex. Rapid world changes and globalization have caused major problems in today's commercial environment, especially in the hospitality industry including the provision and maintenance of superior guest services, labor scarcity, and retention of the best employees. This study examines the role of compensation as a moderating variable to test how polychronicity and job satisfaction influence employee engagement in the hospitality business. Purposive sampling and procedure were employed in the survey method data collection for the quantitative investigation. The study involved 422 hotel employees in Batam. Using Smart-PLS 3 tools, the data was processed and analyzed using the structural equation modeling PLS technique. With the challenges of globalization and growing operational complexity, it is crucial to understand how these factors can impact employee performance and retention in the hospitality sector, which is why this research attempts to provide a thorough understanding of this relationship. The study found that: job satisfaction positively and significantly mediated the relationship between polychronicity and employee engagement; polychronicity positively and significantly affected employee engagement; and job satisfaction positively and significantly affected job satisfaction.

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## INTRODUCTION

Human resources become an important factor and valuable investment asset for hotels (Wang et al., 2020). This is supported that employee dedication is essential to a business (Sutiyem et al., 2020). Employee engagement is the condition on which people are logically and sympathetically dedicated to the company (Thangaraj, 2020). When it comes to productivity and effectiveness, team members or employees who exhibit high levels of work engagement perform better than those who do not (Amjed et al., 2021). Employee engagement has been a topic of discussion for many years and its significance is only increasing (Reissová & Papay, 2021). Based on the results of the employee engagement research among the baby boomer generation carried out by (Nuraeni et al., 2021) research with 1.200 respondents, the results state that 9% of employees are not interested or do not want to be active in the company. Employee engagement in Indonesia is very low (Amjed et al., 2021). Just 13% of workers are fully engaged at work, compared



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to 76% who are disengaged and 11% who are actively disengaged, according to a Gallup Indonesia poll (Andriani & Disman, 2023).

Globalization and the world's rapid changes have created significant challenges for today's business environment (Twaissi et al., 2022), particularly in the hospitality sector. The growth and building of hotels in Batam City tend to be more prevalent, which benefits the city (D. Zhang & Wiriyananda, 2019). However, there is fierce competition among Batam's hotels, which drives up the caliber of offerings from each establishment. Every hotel innovates to provide visitors with superior offerings (Sofian & Abidin, 2024) Because so many visitors come from overseas and stay in five-star hotels, Batam City is frequently referred to as a tourism destination (Fatyandri, 2021). As shown in Table 1, in 2024 the number of hotels increased to a total of 1,082 1-5 star hotels in Batam (Tiket.com, 2024). These challenges include finding and keeping the best workers and maintaining exceptional client services (Grobelna, 2021). Consequently, hotels have encountered challenges in holding onto and involving outstanding staff members (Chawla & Singla, 2021) and they are facing a task that presents a variety of challenges (Asghar et al., 2020).

The work environment in the hotel business is becoming more and more difficult (Andriani & Disman, 2020), this is because employees have to perform a range of tasks, including being able to function under pressure and engage in multiple forms of communication with others (Grobelna, 2020). Front-line hotel employees bear a major portion of the duty of creating a positive visitor experience, which is essential to customer satisfaction (Wen et al., 2020). Positive feelings that result from work experiences and evaluations are what employees refer to as job satisfaction (Mauliddya, 2021). Previous studies have demonstrated a strong correlation between job happiness and employee engagement, which will rise if the organization supports staff members during challenging times so they don't feel alone (Aziez, 2022). Transparent proof of respect for one another, trust, and fulfillment of agreements and obligations will increase employee engagement (Zahro et al., 2022). One factor that contributes to engaged employees at work is salary (Aziez, 2022).

**Table 1. Distribution of Hotels in Batam**

<b>Star Hotel</b>	<b>Quantity</b>
5 Star Hotel	103
4 Star Hotel	135
3 Star Hotel	208
2 Star Hotel	204
1 Star Hotel	432
<b>Total</b>	<b>1.082</b>

Source: (Tiket.com, 2024)

Additionally, the findings of earlier studies indicate that employees will become more engaged with the organization the more remuneration that employees receive (Saputra & Suwandana, 2022), this is further corroborated by other studies that show pay has a big impact on employee engagement (Gemasih et al., 2022; Siregar & Wardhani, 2023). This study looks at the role of compensation as the moderating variable to examine how polychronicity and job satisfaction affect employee engagement in the hotel business.

High-attachment workers are more energized and value their accomplishments, which helps workdays fly by and allows workers to get personal fulfillment from their contributions (Fazlurrahman et al., 2020). Increased employee involvement reduces the desire to quit the job and fosters self-satisfaction (CMI et al., 2021). Based on Khan, a high level of employee engagement will benefit individuals because happiness is closely linked to well-executed work (Andriani & Disman, 2023). Previous study indicates that employee performance is significantly impacted by employee engagement, which in turn increases

employee loyalty (Mon et al., 2021). In other words, employee engagement with a company will increase with the quality of its compensation/remuneration package (Nelson & Setyawan, 2019).

Polychronicity is the practice of alternating between tasks or working on multiple projects at once (Twaissi et al., 2022). Polychronicity is the practice of juggling multiple occupations, pursuits, or assignments concurrently (Bluedorn et al., 1992; Twaissi et al., 2022). According to Anser et al., (2020), implies that polychronic individuals are capable of handling interruptions and completing the task at hand in the most efficient manner. Polychronicity influences employee engagement (Andriani & Disman, 2023).

The employees who exhibit polychronic orientation multitask and exhibit high levels of work engagement at work (Asghar et al., 2020). The theory of "*Person-Job Fit*" refers to how well a person fits into a particular job (Berisha, 2020) and shows the degree to which a worker's aptitudes and competencies meet the demands of the position (Hasan et al., 2021). Positive interactions toward their hospitality service, such as enhanced work engagement, will be demonstrated by person-job polychronicity fit (Grobelna, 2020).

Velasco et al., (2020), state that polychronicity ideals reinforce the association between corporate communication strategies and work satisfaction. Previous studies have linked polychronicity to increased employee job satisfaction (Andriani & Disman, 2020). Good work habits like polychronicity can boost job satisfaction by lowering employees' intention to leave (Andriani & Disman, 2023).

One important zone or area that managers encounter when supervising their staff is job satisfaction (Rodrigo et al., 2022). Job happiness is one of the topics that human resources references mention the most (Wang et al., 2020). There are two types of factors that affect job satisfaction: extrinsic and intrinsic (Davidescu et al., 2020). Extrinsic factors, such as work procedures and the working environment, are indirectly related to a worker's job satisfaction, whereas intrinsic factors represent a worker's level of happiness with their employment. According to earlier studies, job satisfaction is the positive emotions brought on by one's employment (Wijayati et al., 2020).

A worker's attitude towards their job can indicate whether or not they are motivated to work hard and perform exceptionally well (Sentoso & Kelly, 2021), so how an employee approaches their work can reveal a lot about their motivation to put in long hours and deliver outstanding results. Positive attitudes will make workers feel content and happy with their work, while negative attitudes will make workers feel dissatisfied and unhappy (Agustian & Rachmawati, 2021). As a result, businesses will need to make sure that their workers are happy in their jobs to encourage employee engagement and drive them to perform well for the benefit of the business.

All monetary income as well as direct and indirect commodities that employees receive in exchange for their services rendered to the company are included in compensation (Utomo et al., 2023; Vizano et al., 2020). Pay can also indicate the benefits that employees receive in exchange for their labor, and HR management is in charge of providing these benefits (Ferine et al., 2023). Workers receive compensation in three different forms: non-financial, indirect financial, and direct financial (Efendi et al., 2020).

A salary is a benefit that an employer offers to workers as payment for their efforts (Saman, 2020). Compensation can have a good or negative influence on how employees behave at work and how likely they are to multitask (Andriani & Disman, 2023). Because of this, praising workers for their efforts across a variety of jobs is crucial to sustaining and boosting work engagement inside an organization (Aziez, 2022). Management at a company should be aware that salaries serve as a source of recognition and income in addition to giving workers concrete compensation for the services they perform (Mon & Mulyadi, 2021).

## METHODS

The purposeful sampling method is applied in this study. This method was chosen as a sampling technique, where the technique is based on certain factors in the selection of samples to be taken and used in research for certain efforts to be achieved (Nugraha et al., 2022). The study's criteria are workers in the hotel sector in Batam who have managerial or operational positions, with a sample size of 422 respondents overall. Partial Least Square and *SEM* are used in this study using *Smart PLS 3* software for data analysis. The results of *Smart PLS 3* will be presented in 2 parts. Outer models explain validity and reliability and the inner model shows the influence between variables.

**Table 2. The Latent Variable Indicator**

Variable & Citation	An Indicator	Mount
(Asghar et al., 2020)	<i>Polychronicity</i>	10
	<b>Item</b>	<b>10</b>
(Wang et al., 2020)	<i>Employee Engagement</i>	7
	<b>Item</b>	<b>7</b>
(Phuong & Vinh, 2020)	<i>Job Satisfaction</i>	6
	<b>Item</b>	<b>6</b>
(Patiar & Wang, 2020)	<i>Compensation</i>	4
	<b>Item</b>	<b>4</b>
	<b>Total</b>	<b>27</b>

Source: Data that has been processed by the author (2024)

## RESULT AND DISCUSSION

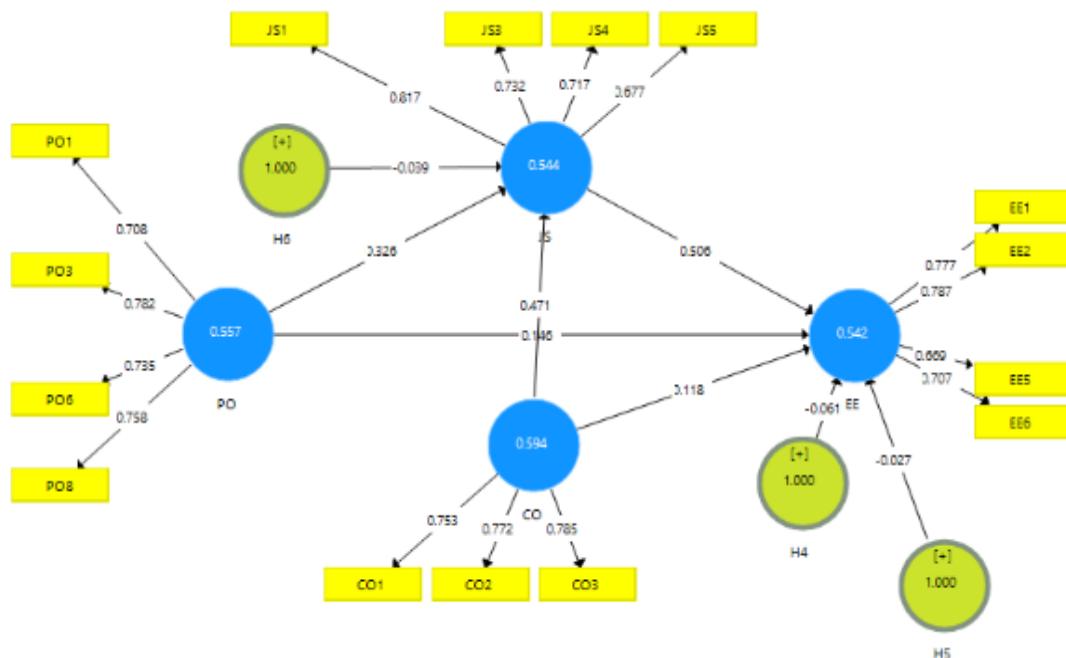
Table 3 demonstrates that, with 66.6% of respondents being female and 33.4% being male, the demographics of respondents are predominantly female. Age-wise, the majority of responses are up to 60.4% of people in the 18-30 age group, after the age group of 31-40 by as much as 28.9%, the 41-50 age range by as much as 8.3%, the age group 51 and older by 1.9%, and the range <18 as .5%. Where most of the respondents were married as many as 51.7% and 48.3% were unmarried. About the majority of respondents' work status, 59.2% are permanent employees, and 40.8% are contract employees. 42.4% of employees have worked within 3–5 years, 34.8% within <2 years, 15.6% within 6 to 10 years, and 7.1% of workers have over 10 years of experience.

**Table 3. Respondent Demographic Test**

	Unit	%
<b>Gender</b>		
Male	141	33.4%
Female	281	66.6%
<b>Age</b>		
<i>Below 18</i>	2	.5%
18 to 30	255	60.4%
31 to 40	122	28.9%
41 to 50	35	8.3%
Over 51	8	1.9%
<b>Marital Status</b>		
Married	204	48.3%
Single	218	51.7%
<b>Education</b>		
SLTA/SMA	95	22.5%
D1/D2/D3	94	22.3%

	Unit	%
S1/D4	187	44.3%
S2	45	10.7%
<b>Current Job</b>		
General Manager	19	4.5%
Executive Asst. Manager	14	3.3%
Front Office	56	13.3%
Housekeeping	28	6.6%
Food Production	60	14.2%
F&B Service	61	14.5%
Engineering	21	5.0%
HRD	29	6.9%
Marketing	44	10.4%
Sales & Accounting	55	13.0%
Purchasing	21	5.0%
Security	12	2.8%
<b>Employment Status</b>		
Permanent	250	59.2%
Contract	172	40.8%
<b>Working Experience</b>		
Below 2 years	147	34.8%
3 to 5 years	179	42.4%
6 to 10 years	66	15.6%
Over 10 years	30	7.1%
<b>Income</b>		
Below Rp 2.000.000	39	9.5%
Between Rp 2.500.000 and Rp 4.500.000	179	43.6%
Rp 5.000.000 to Rp 10.000.000	146	35.5%
Over Rp 10.000.000	47	11.4%

Source: Data that has been processed by the author (2024)



**Figure 1. Measurement Model Evaluation (Outer Model)**

Source: Data that has been processed by the author from SmartPLS 3 (2024)

The loading factor parameters and the convergent validity test result are displayed in Table 4.

**Table 4. Loading Factor**

	CO	EE	JS	PO
CO1	0.753			
CO2	0.772			
CO3	0.785			
EE1		0.777		
EE2		0.787		
EE5		0.669		
EE6		0.707		
JS1			0.817	
JS3			0.732	
JS4			0.717	
JS5			0.677	
PO1				0.708
PO3				0.782
PO6				0.735
PO8				0.758

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Average Variance Extracted

Convergent validity is assessed utilizing the extracted parameter for average variance, as indicated in Table 5. Table 5 demonstrates the application of the ave parameter to evaluate convergent validity. Every latent variable exceeds 0.5, according to the results, indicating that each construct's indicators accurately and consistently measure the representative construct (Ghozali, 2021).

**Table 5. AVE**

Average Variance Extracted	
PO	0.557
EE	0.542
JS	0.544
CO	0.594

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Cross Loading

The discriminant validity test's outcome with parameters for *cross-loading* is displayed in Table 6, this demonstrates that each latent variable's correlation value with each item is bigger than the latent variable's item correlation with other variables. With a minimum value of 0.7, it may be said that the result satisfies the conditions of the discriminant validity test (Ghozali, 2021). The table demonstrates that all indicators have converged or are highly linked with their respective variables, even though some indicators have correlation values less than 0.7.

**Table 6. Cross Loading**

	<b>CO</b>	<b>EE</b>	<b>JS</b>	<b>PO</b>
CO1	<b>0.753</b>	0.390	0.489	0.311
CO2	<b>0.772</b>	0.414	0.458	0.363
CO3	<b>0.785</b>	0.484	0.517	0.341
EE1	0.431	<b>0.777</b>	0.566	0.387
EE2	0.460	<b>0.787</b>	0.578	0.393
EE5	0.359	<b>0.669</b>	0.461	0.402
EE6	0.392	<b>0.707</b>	0.478	0.329
JS1	0.564	0.543	<b>0.817</b>	0.430
JS3	0.503	0.538	<b>0.732</b>	0.351
JS4	0.379	0.525	<b>0.717</b>	0.415
JS5	0.412	0.490	<b>0.677</b>	0.427
PO1	0.322	0.348	0.354	<b>0.708</b>
PO3	0.339	0.423	0.459	<b>0.782</b>
PO6	0.342	0.357	0.402	<b>0.735</b>
PO8	0.310	0.396	0.415	<b>0.758</b>

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Fornell-Larcker

The test of discriminant validity for *Fornell-Larcker* is presented in Table 7. According to the findings, if a construct's *AVE* score is higher than its quadratic correlation with another construct in the model, it is deemed to have exceptional validity (Rasoolimanesh, 2022).

**Table 7. Fornell-Larcker**

	<b>CO</b>	<b>EE</b>	<b>JS</b>	<b>PO</b>
CO	<b>0.770</b>			
EE	0.560	<b>0.736</b>		
JS	0.635	0.711	<b>0.738</b>	
PO	0.439	0.513	0.549	<b>0.746</b>

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Cronbach's Alpha & Composite Reliability

The outcomes of the reliability test are shown using Cronbach's alpha and composite reliability criteria in Table 8. The results demonstrate the reliability of the measuring instrument utilized in the investigation, with all parameter values being larger than 0.6 (Almita et al., 2023).

**Table 8. Cronbach's Alpha & Composite Reliability**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
PO	0.735	0.834
EE	0.717	0.825
JS	0.718	0.826
CO	0.658	0.814

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Structural Model Evaluation (Inner Model)

The assessment of structural models in partial least squares structural equation modeling (PLS-SEM) study is referred to as the "inner model test." The purpose of this test is to evaluate the connections between the research model's latent constructs. Path coefficients, which gauge the intensity of the association, are part of the inner model, which represents the causal relationship between latent components.

Provides Information about the importance, direction, and size of the influence between latent variables. An effect is significant if the T statistic is greater than 1.96 and the P-Value is lower than 0.05 (Ghozali, 2021).

**Table 9. Path Coefficients**

	<b>Original Dataset</b>	<b>T Statistics</b>	<b>P Values</b>
PO -> EE	0.146	3.277	0.001
JS -> EE	0.506	9.865	0.000
PO -> JS	0.326	8.178	0.000
CO*PO -> EE	-0.061	1.215	0.225
CO*JS -> EE	-0.027	0.608	0.543
CO*PO -> JS	-0.039	1.389	0.165
JS*PO -> EE	0.165	5.964	0.000

Source: Data that has been processed by the author from SmartPLS 3 (2024)

Table 9 presents the data, which show that of the seven possibilities, three are rejected as moderations. The first moderation hypothesis is the effect of PO on EE tempered by CO, it is dismissed since the relevance level ( $0.225 > 0.05$ ), indicates that the CO variables are not able to moderate the effect of PO on EE. The second effect is that of JS on EE, which is moderated by CO because the significance value ( $0.543 > 0.05$ ) indicates that JS impact on EE is not mitigated by the CO variable. The third effect is that of PO on EE, which is moderated by JS because the significance value ( $0.165 > 0.05$ ) indicates that the impact of PO on EE is not mitigated by the JS variable. The other four hypotheses are accepted since the significance value of less than 0.05 shows that PO considerably influences EE, JS on EE, PO on JS, and JS variables significantly mediate the effect of PO on EE.

**Table 10. R-Square**

	<b>R-Square</b>	<b>R-Square Adjusted</b>
EE	0.560	0.555
JS	0.501	0.498

Source: Data that has been processed by the author from SmartPLS 3 (2024)

The r-square parameter-based inner model test results are shown in Table 10, which suggests that the EE variables (0.560) and JS variables (0.501) have two R-square values. It is clear from these results that the structural model used in this investigation is strong. If the r-square value is more than 0.50, it is considered strong and if it  $< 0.25$ , it's deemed feeble (Hair et al., 2019).

#### Standardized Root Mean Square Residual (SRMR)

One way to think of the SRMR value is as a gauge for how well the correlation matrix in the model fits. The SRMR score  $< 0.1$ , as determined by the Rule of Thumbs, signifies that the generated model is appropriate or consistent with the data.

**Table 11. SRMR**

	<b>The Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.058	0.056

Source: Data that has been processed by the author from SmartPLS 3 (2024)

#### Hypothesis Test Results

##### PO and EE

The hotel industry is affected by the labor shortage brought on by high employee turnover, and front-line staff members in particular encounter numerous difficulties in doing their jobs (Wen et al., 2020). This will reduce the level of engagement due to difficulties experienced by employees. Results show PO has the potential to boost EE, this shows that EE will rise along with PO. According to previous research, polychronic servers perform multiple tasks at once. It also demonstrates that work engagement among non-supervisory



servers is positively predicted by polychronicity (Asghar et al., 2020). Workers who can handle several things at once are typically more adaptable and flexible to change, and they also feel more productive and satisfied with their work when they successfully finish multiple tasks at once. This sense of achievement has the potential to boost engagement and motivation at work (Engidaw, 2021). Additional study supports the favorable finding that polychronicity might increase employee engagement at work. The outcomes corroborate earlier assertions that workers who are polychronic are more adept at multitasking (Twaissi et al., 2022).

#### JS and EE

The result shows positive and the effect of JS on EE is statistically significant, indicating that the higher the JS, the EE will also increase. EE is influenced by JS, with JS dimensions and indicators (salary, working conditions) having an impact on EE dimensions and indicators (commitment is related to an affective orientation towards the organization) (Chaerunissa & Pancasasti, 2021). Maslikha, (2022) states that despite the importance of compensation, workers who would rather experience job pleasure will put their work ahead of their work. This demonstrates how EE is impacted by JS. If an organization is dedicated to its work and wants its employees to have a positive attitude, then it should support JS by upholding the values that are important to its workers. In this way, high JS will contribute to increased EE within the organization (Eka & Anik, 2020).

#### PO and JS

The outcome shows that PO has a substantial and good impact on JS. Within the framework of this research, prior studies conducted on 24 franchise employees in Pakistan reveal that workers with polychronic values are more satisfied with their jobs when they have a variety of talents available to employees, as opposed to workers with monochronic values (Kumar et al., 2023). Polychronicity, or the ability to multitask is one positive work attribute that can boost job happiness, such as job overload, which is eventually related to their pay or perks (Andriani & Disman, 2023). Zhang et al., (2018) state that, when working at a restaurant, polychronic-oriented waiters actively engage in many duties, they believe that juggling multiple tasks at once is the most effective approach to finishing a task. Since multitasking and continual attention shifting are requirements they appreciate, individuals are more likely to succeed at juggling numerous activities at once.

#### CO Moderates PO and EE

This study demonstrates that CO does not significantly moderate PO to EE. According to this study, employees who receive more CO from their employers are less likely to desire to work multitasking (PO) and their EE level would drop. As a result, the findings indicate that the moderating effect of CO is not necessary for the effect of PO on EE. Idris et al., (2020), claimed that great pay does not necessarily translate into excellent performance in polytechnic universities. As a result, there are other elements, such as work culture, leadership, and discipline, that may be important in raising employee performance (EE).

#### CO Moderates JS and EE

Positive working relationships between store managers and staff, however, are unable to alter behavior from JS to EE since CO cannot moderate the influence of JS on EE. According to this study, higher CO levels don't increase the effects of JS on EE. Additionally, it demonstrates that the influence of JS on EE is independent of the moderating influence of other variables. According to earlier studies, work engagement might negatively impact employee performance when it comes to CO (Salsabila & Lo, 2023). This states, that paying employees more won't boost their engagement, which won't boost JS.

### CO Moderates PO and JS

CO is unable to moderate PO against JS, meaning that when employers give their workers large salaries, the workers feel dissatisfied, which makes it difficult for the employee to work and do a lot of work at one time. Previous studies have also confirmed these findings, showing that for permanent staff of Pangeran Beach Hotel Padang, CO has no discernible relationship to JO, making productivity activities hampered (Lando et al., 2023). Magito, 2020), states employee performance at PT Reliable Software Sejahtera is not significantly influenced by compensation, which means that when an employee performs well, receiving a large salary will not motivate them to work extra or complete more work in one session.

### JS Mediates PO and EE

Employees who have high JS, because they have higher PO abilities, tend to have higher involvement in work and the organization. Thus, JS serves as a link between PO and EE. In light of the test findings, it is determined that JS successfully mediates PO on EE. Prior studies have examined the current status of JS and EE, identifying achievement as the primary source of motivation that contributed to better performance. Enhancing EE and JS can greatly benefit the secondary driver of enhanced productivity that results in PO recognition when feedback methods are implemented in elevated capacity (Zhu & Smith, 2019). More engaged workers are more likely to stick to their jobs and find creative yet doable solutions to handle multiple duties at once. Both JS and staff engagement will rise as a result (Waheed et al., 2021).

## CONCLUSION

In theory, this study supports the idea that employee engagement in the Batam City hotel industry may be explained by the theories of polychronicity, work satisfaction, and remuneration. This study provides evidence that work satisfaction serves as a bridge in the hotel sector between employee engagement and polychronicity. The ability and preference to manage several activities at once, or polychronicity, is positively correlated with employee engagement. Polychronic workers are more likely to be motivated and engaged in a fast-paced workplace where multitasking is required, like the hospitality sector. Workers who are adept at handling several responsibilities are typically more successful and productive. Customer happiness and service quality increase as a result, which is beneficial for the success of the hospitality industry. Although polychronicity can boost productivity and engagement, if it's not handled well, there's a chance of higher stress levels. To prevent weariness and burnout, management must make sure that workload and personnel skills are balanced.

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