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Article

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MANAGEMENT | RESEARCH ARTICLE

Polychronicity, job performance, and work engagement: The mediating role of supervisor's organizational embodiment and moderation of psychological ownership

Naseem M. Twaissi¹, Omar M. Alhawtmeh^{2*} and O'la Hmoud Al-Laymoun³

Abstract: Despite its importance to the global economy and its role in generating foreign currency profits for many countries, the tourism industry is not without its share of problems. This calls for research on the causes of improved productivity in the workplace. Therefore, this study aimed to investigate the effect of polychronicity on job performance and work engagement of tourism employees. The supervisor's organizational embodiment was analyzed as a mediator and psychological ownership as a moderator. The data were gathered from 733 workers in the private tourist facilities of the city of Petra, Jordan by using a structured questionnaire and data analysis was carried out using AMOS-24. The findings revealed that polychronicity can lead to better job performance and work engagement. Supervisor's organizational embodiment positively mediates the relationship of polychronicity with job performance and work engagement. In addition, the psychological ownership strengthens the relationship of polychronicity with work engagement and job performance. The emphasis of this study is on the most important behavioral outcomes of employees (i.e. work engagement and job performance); therefore, the practitioners of the tourism industry and hospitality industry can use the findings of this study to manage engagement- and performance-related issues of employees. Similarly, the researchers interested in polychromic behavior in organizations can also consider this research as a guideline.

Subjects: Teaching Methodology & Practice; Teaching Practice - Education; Education & Training; Educational Research; Theory of Education

Keywords: Polychronicity; psychological ownership; supervisor's organizational embodiment; job performance; work engagement

1. Introduction

The rapidly changing world and globalization have brought about significant changes in the current business world, particularly in the business of hospitality industry (Cheng & Chen, 2017) which is becoming more demanding and where employees are expected to perform every task with perfection (Wang, 2017). Therefore, the retention and engagement of talented employees is becoming difficult in hotels (Afsar et al., 2018; Chawla, 2021; Immaneni et al., 2021; Islam et al., 2022; Kong et al., 2018). Moreover, it's a need for different roles in the business of hospitality industry to have flexible employees who can manage multiple tasks at the same time (Afsar et al., 2018; R. Andriani et al., 2021; Z. Li et al., 2018). Besides the nature of jobs in the tourism sector, the tourists are becoming more demanding and sophisticated (Poon, 1993), now they have more

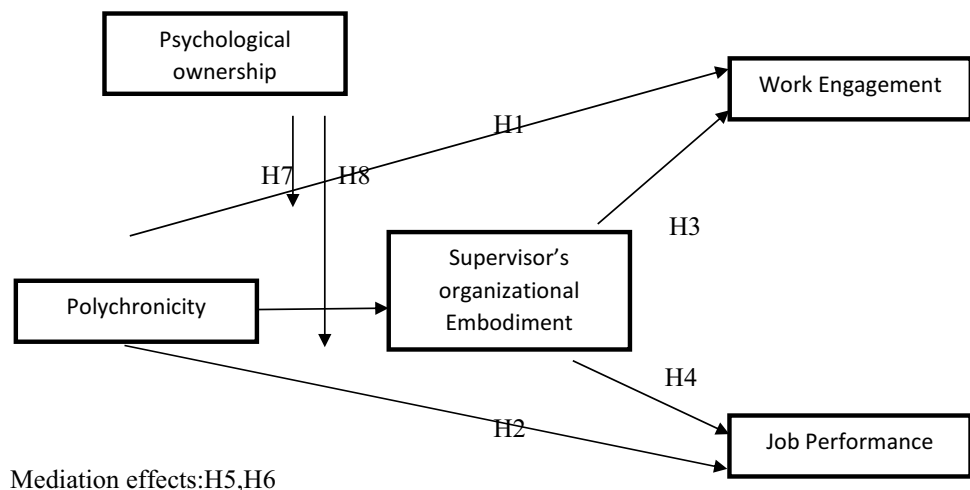
awareness of rights and they feel confident in claiming the compensation of poor quality provided by hotels. Thus, it's a challenge for hotel management to judge the quality (Harrington & Lenehan, 1998) and also enhance the quality of delivered services (Ali et al., 2021; Janet & Bibiyana, 2021). The service quality can be enhanced by empowering the employees (Fowowe & Arogundade, 2021), which, in turn, can lead to better performance.

According to (Pang et al., 2015), the tourism industry can face the challenge of labor shortage. In addition, the needs of customers can only be fulfilled by the motivated employees (X. Li et al., 2012). In the organizational hierarchy, the frontline employees are first and only ones to interact with customers and they are always expected to meet the needs of customers. Thus, highly engaged employees can maintain good service (Guan et al., 2020; Southard, 2010). Many studies have found the influence of work engagement on the performance of employees (Ismail et al., 2019; Motyka, 2018; Sendawula et al., 2018). This engagement along with performance can be enhanced by polychronicity (Asghar et al., 2021) which involves switching between the tasks or working or performing different activities at the same time (Bluedorn et al., 1992; Kaufman-Scarborough, 2017); however, in tourism studies, there is a lack of research on polychronicity which can help in engaging the employees and increasing their performance, particularly in the context of Petra, Jordan.

Jordan is a developing country with a rapidly growing tourism sector. Petra is considered as the most important attraction in Jordan, besides its recognition locally, it is also recognized around the world because of its monuments, archaeological remains and facades that are linked to Nabataean (Alhasanat & Hyasat, 2011). In 2007, this city was elected as "New Seven Wonders of the World" by the work public (ATC Consultants (ATC), 2011). Tourism in Petra contributed 19.4% to the GDP of Jordan in 2016 (World Travel & Tourism Council (WTTC), 2017) and Petra played an important role in creating tourism industry and highlighting the importance of cultural heritage (Tarawneh & Wray, 2017). The increase in tourism to this region can lead to more GDP contribution and this can be possible by managing the workforce of hotels and restaurants in the region

The employees working in hotels are unable to get any kind of technical assistance which can help them in managing their daily tasks; Moreover, there is lack of training and development to employees in this sector, and the employees are forced to perform multiple tasks simultaneously; Moreover, the industry is unable to work on the well-being of workforce and provide them competitive compensation packages (Hu, 2020; Pacheco, 2017) so that they can fulfill their needs efficiently. Therefore, this research is aimed to highlight the role of polychronicity on work

Figure 1. Conceptual framework.



engagement and job performance under the mediating effect of the supervisor's organizational embodiment and the moderating role of psychological ownership. The detailed investigation from literature and extensive research indicated a research gap in assessing how and under what conditions polychronicity can improve the job performance and work engagement of employees working in the tourism industry, especially in Petra. Therefore, this research is an attempt to bridge this gap by developing the relationship between the variables discussed above. The research questions answered by this study are given below:

- Does polychronicity increase the job performance of employees?
- Does polychronicity increase the work engagement?
- Does psychological ownership moderate the relationship of polychronicity with job performance and work engagement?
- Does the supervisor's organizational embodiment moderate the relationship of polychronicity with job performance and work engagement?

2. Literature review and hypotheses development

2.1. Person-Organization-Fit (P-O Fit) Theory

Kristof (1996) defines P-O fit as "as the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (p. 4). In other words, P-O fit occurs when an individual's traits are consistent with those of their workplace, implying that people who fit well with an organization are more likely to have better attitudes regarding the organization (Bahat, 2021). Indeed, it is believed that keeping workforces with high adaptability, flexibility, and organizational commitment needed to meet competitive challenges requires achieving a high degree of P-O fit (Chen et al., 2016). P-O fit is also seen to be an important factor in the development and utilization of situational job resources (Sørli et al., 2022). P-O fit has been linked to job satisfaction (Chen et al., 2016) contextual performance (Sørli et al., 2022), perceived contribution to company value (Dhir & Dutta, 2020) and commitment to volunteer organizations (Bahat, 2021).

Moreover, several studies have linked the polychronicity with different job outcomes based on the person-organization fit theory (Kaufman-Scarborough, 2017; Korabik et al., 2017). Thus, it's predicted that person-organization-fit (PO-fit) exists between a person having high levels of polychronicity and high multitasking job demands (Afsar & Badir, 2017). According to Grobelna (2018), such an individual or a person will have high performance and low turnover.

2.2. Hypotheses development and conceptual model

2.2.1. Polychronicity and work engagement

polychronicity involves switching between the tasks or working or performing different activities at the same time (Bluedorn et al., 1992; Kaufman-Scarborough, 2017). The polychronic persons perform excellently, tolerate stress, and have a low turnover rate (Chinchanchokchai et al., 2015). Many researchers have discussed the polychronicity in the tourism sector (A. R. Andriani & Disman, 2020; R. Andriani & Sembiring, 2019; Asghar et al., 2020).

Anser et al. (2020) explained that polychronic individuals can execute and manage a variety of tasks at the same time while dealing with interruptions and accomplish their objectives to the best of their abilities. It is noteworthy that Polychronicity is not related to employees' behavior to perform multiple tasks but it involves employees' desire to execute and manage various tasks simultaneously (Mattarelli et al., 2015). In this regard, many researchers have reported that the polychronic personnel like being involved in several activities as it is a significant way for them to participate and perform multiple tasks at the same time (Bluedorn et al., 1999; Jang & George, 2012). Therefore, the polychronic employees

are strongly committed to their work because they are enthusiastic, deeply involved, and pleasantly engaged with their job (Karatepe et al., 2013).

The concept of engagement has been studied by researchers in different contexts and disciplines including, marketing (customer engagement; Barari et al., 2021), sociology (civic engagement; Xie et al., 2022), and most importantly organizational behavior (employee engagement; Sun & Bunchapattanasakda, 2019). Taheri et al. (2014) defined engagement as “a state of being involved with and committed to a specific market offering” (p. 322). In the context of the hotel industry, it’s important for the hotel owners to know about employees having high work engagement (Altinay et al., 2019) According to Kahn (1990) the idea of work engagement symbolizes the focus and employee’s desire to devote physical, cognitive, and emotional efforts to his work. In the context of restaurant industry, numerous scholars have evaluated the idea of work engagement to determine employees’ performance (Sharma & Gursoy, 2018). As a result of their evaluation, the polychronic-oriented employees are found to be more focused and engaged in the workplace with a multitasking approach at the same time (Slåtten & Mehmetoglu, 2011). In this regard, a group of scholars has examined the job satisfaction of retail personnel working in pharmacies and found that polychronicity significantly affects the job satisfaction of retail employees through employee fit and fairness perceptions (Arndt et al., 2006). Similarly, in the context of Turkish Republic of Northern Cyprus, Karatepe et al. (2013) has evaluated the work engagement of full-time frontline employees in different five-star hotels and revealed that polychronic-based employees have a higher degree of work engagement due to their positive energy, strong involvement, commitment and engagement toward their work and work place. In hotel industry, the polychronicity can help in improving work engagement (Karatepe et al., 2013). Similarly, Asghar et al. (2020) highlighted that polychronicity in the restaurant industry can enhance the work engagement of employees. Therefore, it can be hypothesized that:

H₁: Polychronicity is positively related to work engagement.

2.3. Polychronicity and Job Performance

Babin and Boles (1998, p. 82) have defined Job performance as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes”. It has been observed that the polychronic individuals are capable of managing multiple tasks successfully at once and can achieve the desired results that can meet the expectations of both customers and managers. These employees might go above and beyond their formal position responsibilities to achieve customer satisfaction (Karatepe et al., 2013). Additionally, polychronic employees have a problem solving approach which allows them to successfully manage the challenging and complex customer service interactions. Therefore, when dealing with a client’s transaction, polychronic front desk officers should be ready to pay attention to additional customer inquiries and not regard this as interruption. Consequently, it will enable them to manage these tasks efficiently. Thus, the literature supports the idea that Polychronic employees have positive attitudes and behaviors (Karatepe et al., 2013). In the extant literature, a number of scholars have asserted that polychronic employees are found to be highly satisfied with their jobs, and have lower turnover intentions than other employees (Arndt et al., 2006; Jang & George, 2012). In addition, Karatepe et al. (2013) supported the findings of Rich et al. (2010) and highlighted that polychronicity significantly influences the job performance. Many researchers have highlighted the impact of polychronicity on different job outcomes (Arasli et al., 2018; Conte et al., 2019; Kantrowitz et al., 2012) and particularly the job performance in different contexts (Jang & George, 2012; Wu et al., 2020). In addition, Asghar et al. (2020) emphasized on polychronicity in the restaurants of Pakistan and explained that it can influence the job performance of employees. Therefore, it’s important to highlight the relationship between polychronicity and job performance of employees working in the tourism and hospitality industry. To investigate this relationship, the following hypothesis is designed:

H₂: Polychronicity is positively related to job performance.

2.4. Supervisor's organizational embodiment as mediator

(Eisenberger et al., 2010) defined the concept of supervisor's organizational embodiment as "the degree of employees' perception of their leaders or supervisors as the organizational agent". According to Eisenberger et al. (2014), employees frequently use their supervisor's organizational embodiment to evaluate their connection with the organization. Therefore, a higher level of organizational embodiment of employees' supervisor reflects the care, engagement of the leader and a positive relationship between the organization, employee and the supervisor (Mackey et al., 2018; Su et al., 2019). However, it is the manager's responsibility to adopt and implement strategies that improve supervisor's organizational embodiment of employees (Zhang & Su, 2020).

In view of Dai et al. (2018), organizational embodiment of supervisors can have a significant impact on supervisor's and organization's care for the employees. According to regulatory focus theory, promotions and job protection influence the work engagement of hotel employees. Similarly, the interaction between regulatory foci (personality factor) and supervisors' organizational embodiment (situational factor) significantly influences the work engagement of hotel employees (Diener et al., 1984; Endler & Edwards, 1986). As a result, it can be claimed that higher organizational embodiment of supervisors leads to higher employee work engagement because they assume that any decision made by their superiors represents the company. Moreover, it is found that the promotion or prevention emphasis of employees also results in better work engagement. On the other hand, hotel workers find it difficult to engage in their job activities if the organizational embodiment of supervisors is weak (Dai et al., 2021). Therefore, the following hypothesis is designed:

H₃: Supervisor's organizational embodiment is positively related to work engagement.

Afsar et al. (2018) has highlighted job performance as an impactful component of the services industry in order to achieve higher work efficiency across the organization. According to Sekhar et al. (2018), the support an employee receives from a supervisor improves employee performance for the organization. Numerous scholars have suggested that perceived organizational support (POS) significantly affects the performance and well-being of organizational employees (Farh et al., 2007). Therefore, it has been observed that POS positively influenced employee job satisfaction and job performance (Karatepe et al., 2013). Thus, it can be hypothesized that:

H₄: Supervisor's organizational embodiment is positively related to job performance.

A group of scholars further stated that engaged employees devote their cognitive, emotional, and physical efforts simultaneously in order to fully accomplish a particular function (Rich et al., 2010). Literature has established the term job engagement as an individual's focus and capacity to work hard within the group that motivates other members of the group as well. Thus, we can say that job engagement is the result of employees' affective, emotional, and physical commitment to his work which helps employees to maintain their focus (Kahn). Besides, it has been observed that employees' emotional engagement with the organization also results in high job engagement. The emotional factor determines that an employee is satisfied with the assigned task and enjoys working on it. It is reported that the physical consciousness of employees consists of employees' intrinsic motivation, individuality, and control. On the other hand, the concept of cognition refers to employees' work involvement and engagement in the work. As a result, employee job engagement motivates them to work hard in order to achieve and surpass the set targets and goals (Stoeber & Damian, 2016). Additionally, scholars revealed that job engagement reflects the fine job-related mindset which is

the result of absorption, dedication, and strength of employees to their work (Schaufeli & Salanova, 2011).

Su et al. (2019) highlighted that the organizational embodiment of supervisors moderates the relationship between employees' creative self-efficacy and supervisors' developmental feedback. Zhang and Su (2020) mentioned that the supervisor's organizational embodiment moderates the relationship between leader humor and work engagement. Additionally, the perceived supervisor support, which has the potential to boost employee satisfaction and dedication, has a direct impact on polychronicity and time usage preferences (Cheng & Yi, 2018). Besides, it is important for hotel employees to work in a fast-paced environment to maintain their competitiveness (Koo et al., 2020). In view of Asghar et al. (2021), organizational support is another important factor that results in polychronic employees' engagement, job satisfaction, and reduce turnover intention. The supervisor's organizational embodiment can help in improving the work engagement and job performance of polychronic employees. This research utilized the PO-fit theory to investigate the hypotheses given below:

H₅: Supervisor's organizational embodiment plays a mediating role between polychronicity and work engagement.

H₆: Supervisor's organizational embodiment plays a mediating role between polychronicity and job performance.

2.5. Psychological ownership as a moderator

Psychological ownership is an important situational variable in the relationship between hotel employees' promotion focus and their work engagement (Dai et al., 2021). The concept of psychological ownership originated from a broad concept of possession (Dawkins et al., 2017), and in an organizational context, it can be explained as the possessive feelings of employees for an organization derived from psychologically experienced conditions (Van Dyne & Pierce, 2004). High level of psychological ownership among employees leads towards better performance (Kim & Beehr, 2017; Md-Sidin et al., 2009), work engagement. In the context of the hotel industry, the employees having high psychological ownership prefer to stay in a particular company where they are working (Dai et al., 2021). Alike, Rapti (2016) described that preventative and psychological ownership play an important role in work engagement. In addition, psychological ownership significantly mediates among job demands and work engagement. Dai et al. (2021) also highlighted that psychological ownership moderates the relationship between regulatory foci and work engagement. This indicates that psychological ownership can act as a significant moderator between "polychronicity and work engagement", and "polychronicity and job performance". Accordingly, this research has proposed following hypotheses:

H₇: Psychological ownership has a moderating effect on the relationship between polychronicity and work engagement.

H₈: Psychological ownership has a moderating effect on the relationship between polychronicity and job performance.

Based on the literature-based discussion, polychronicity was taken as an independent variable, work engagement and job performance as dependent variables. In addition, supervisor's organizational embodiment and psychological ownership were considered as mediating and moderating variables respectively. On the basis of these aforementioned relations a conceptual framework is developed for this study as shown in Figure 1.

3. Methodology

3.1. Population and sampling

The study population consists of all workers in private tourist facilities in the tourist city of Petra, Jordan. The total number of workers in the private tourism services in the city of Petra is 1607. These information and numbers were obtained through direct communication of the researchers with the official authority concerned with this matter in the city of Petra, which is the authority of the Petra Development and Tourism Commission. An electronic questionnaire was randomly distributed to 1220 respondents out of 1607 and 748 questionnaires were retrieved. The sample was drawn from all social classes and all tourist organizations that provide service which are tourist restaurants, hotels, travel agency, bazaars, tourist camps. The data were collected by using different online channels including email, WhatsApp and Facebook messenger. Fifteen responses were excluded from final data analysis due to incomplete or missing information, therefore, the final sample size of the study was 733. The sampling adequacy is tested theoretically and empirically. According to Saunders et al. (2012) if the total population is 2000, then a sample of 696 at 3% margin of error is enough. Keeping in view Saunders' and colleagues' formula, the sample of 733 with the total population of 1607 is excellent for quantitative research. Furthermore, sampling adequacy is also tested using Kaiser-Meyer-Olkin (KMO) and Bartlett's test, and results are shown in Table 1. Results for KMO index 0.90 show excellent sampling adequacy as Hair et al. (1998) recommends value of KMO index 0.80 or higher. Bartlett's Test of Sphericity also shows significant values, which indorses appropriateness of factor analysis.

3.2. Instrument design

Data were collected using structured questionnaire, and to avoid validity issue, all items were adapted from previous valid studies. Polychronicity was measured with a 10-item measurement scale adopted from the study of Bluedorn et al. (1999). The construct of work engagement was measured using a 9-item measurement scale adopted from the study of Balducci et al. (2010). Job performance was measured with a 7-item measurement scale adopted from the study of Babin and Boles (1996). Psychological ownership was measured adopting a 3-item scale from the study of (Dai et al. (2021). Supervisor's organizational Embodiment was measured with a 5-item scale, adopted from the study of (Eisenberger et al., 2014). Five-point Likert scale was used to measure all items.

4. Results & findings

4.1. Descriptive Statistics and Data Normality

Descriptive statistics are presented in Table 2. The mean values range from 2.81 to 3.51. Skewness and Kurtosis values were used to test the data normality as recommended by Kline (2015) and Hair et al. (2010). According to Byrne (2010), for normal data, Kurtosis values should be between -7 and +7 and Kurtosis values should be between -7 and +7. As revealed in Table 2, the Skewness values are (-0.39 to -0.37) and Kurtosis values are (-1.17 to -0.66), which confirm the data normality.

4.2. Confirmatory factor analysis (CFA)

Using AMOS-24, reliability and validity of collected data were tested by conducting confirmatory factor analysis (CFA), and results are presented in Table 3. Composite reliability (CR) values were

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of sampling adequacy.		0.900
Bartlett's Test of Sphericity	Approx. Chi-Square	10094.414
	Df	496
	Sig.	0.000

Table 2. Descriptive statistics

Variables	Mean	S.D	Skewness	Kurtosis
Polychronicity	2.81	0.96	0.37	-0.70
Supervisor's organizational Embodiment	3.42	0.96	-0.39	-0.66
Work Engagement	2.82	1.01	0.28	-1.06
Job Performance	3.32	0.86	-0.12	-0.26
Psychological ownership	3.51	1.13	-0.26	-1.17

used to measure the data reliability. According to Fornell and Larcker (1981), for data reliability the CR value must be 0.70 or higher, and the results show that all CR values are higher than 0.70. Discriminant and convergent validities establish the data validity. Fornell and Larcker (1981) recommend CR values of >0.70 and average variance extracted (AVE) values ≥ 0.50 for convergent validity. For discriminant validity, Anderson and Gerbing (1988) recommended that the value for square root of AVE should be higher than the constructs' correlations. As shown in Table 3, results reveal that all CR values are greater than 0.70, AVE are higher than 0.50, and square root of AVE is higher than the correlation values, which confirm both discriminant and convergent validities.

4.3. Measurement Model Fitness

Measurement model fitness was measured, after establishing the data reliability and validity, and results are presented in Table 4. To test the model fit, we have used fit indices " χ^2/DF , RMSEA, IFI, CFI, and TLI" as these are the most commonly used in co-variance based structure equation modeling (SEM). The results are presented in Table 4, which reveal that the baseline 5-factor measurement model shows poor model fit as fit indices are not satisfying the minimum fit criteria by Hu and Bentler (1999). Fit indices values for initial baseline model were as, $\chi^2/df = 3.22$, IFI = 0.75, TLI = 0.73, CFI = 0.75, and RMSEA = .09. To achieve good model fit, certain items were correlated by following modification indices, and excellent model fit achieved ($\chi^2/df = 2.68$, IFI = 0.96, TLI = 0.95, CFI = 0.96, RMSEA = .06). Figure 2 shows the final measurement model.

4.4. Test of Hypotheses

After determining the model fit, structural equation modeling (SEM) was also used to test the hypothesized indirect and direct relationships and results are shown in Table 5. Results of direct effect show that there is a positive and significant impact of polychronicity on work engagement ($\beta = 0.631$, $P < .001$), and job performance ($\beta = 0.187$, $P < .001$). Therefore, hypotheses H_{01} , H_{02} are accepted. Moreover, there is significant impact of supervisor's organizational embodiment on work engagement ($\beta = 0.409$, $P < .001$), and job performance ($\beta = 0.366$, $P < .001$). As a result, hypotheses H_{03} to H_{04} are also accepted.

4.5. Mediation Analysis

Table 6 presents the indirect effect of supervisor's organizational embodiment between the relationship of polychronicity, and work engagement and job performance. Results reveal that there is a significant indirect effect of polychronicity on work engagement through supervisor's organizational embodiment ($\beta = 0.110$, $P < .01$, CI = 0.08 ~ 0.14). Moreover, there is also a significant indirect effect of polychronicity on job performance through mediation of supervisor's organizational embodiment ($\beta = 0.238$, $P < .001$, CI = 0.19 ~ 0.29). Results show that in both relationships there is no existence of zero value between the upper and lower values of confidence interval (CI). Therefore, both mediation hypotheses (H_{05} and H_{06}) were as well supported by study data and accepted.

Table 3. Reliability and validity analysis

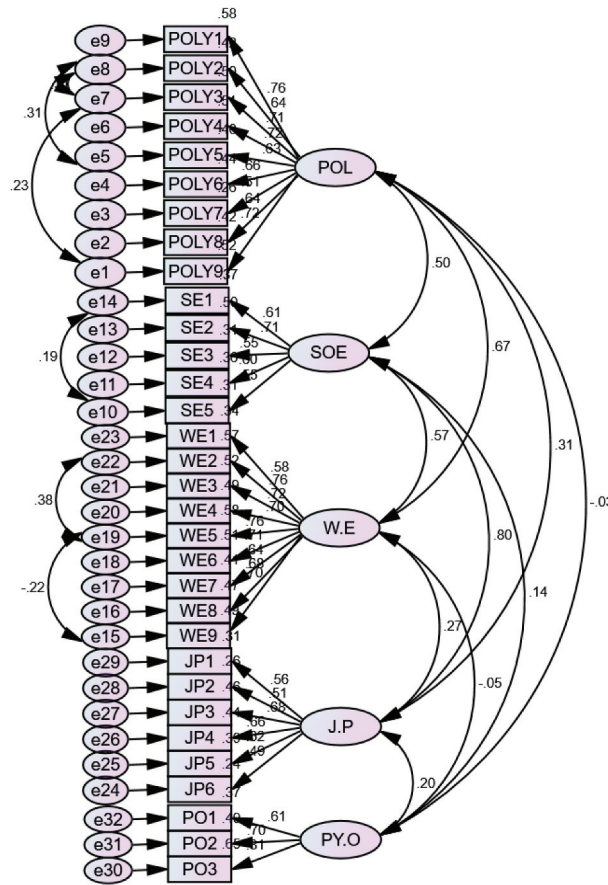
Variables	CR	AVE	1	2	3	4	5
1- Polychronicity	0.885	0.564	0.751				
2- Supervisor's organizational Embodiment	0.753	0.580	0.474***	0.762			
3- Work Engagement	0.895	0.589	0.642***	0.551***	0.767		
4- Job Performance	0.861	0.551	0.298***	0.790***	0.258***	0.742	
5- Psychological ownership	0.851	0.504	-0.033	0.130**	-0.051	0.195***	0.710

N = 733; Diagonal bold are values for square root of AVE; CR = composite reliability; AVE = average variance extracted

Table 4. Measurement model

Measurement Models	χ^2	Df	χ^2/df	RMSEA	IFI	TLI	CFI
5- Factor Baseline Model	1902.39	454	4.19	0.07	0.85	0.84	0.85
5- Factor Revised Model	1202.01	448	2.68	0.06	0.96	0.95	0.96
Recommended Values (Hu & Bentler, 1999)							
N = 733							
			< 3.0	<0.08	≥0.95	≥0.95	≥0.95

Figure 2. Final measurement model.



4.6. Moderation Analysis

Moderation analyses were conducted using Hayes process macro and slop test and results are shown in Tables 7 and 8. Figures 3 and 4 show the significant interactions “for high and low mean ± SD values of the moderator.” Results shown in Table 7 indicated that there are significant values of R² change and F statistics ($\Delta R^2 = 0.02$, $F = 23.60$), which confirms significant moderation of psychological ownership between the relationship of polychronicity and work engagement. The slop of relationships as shown in Figure 3 reveals that in presence of low polychronicity and low psychological ownership, the work engagement is lower;

Table 5. Direct effect

No	Relationships	Estimate	P-Value	Result
H ₀₁	Polychronicity → Work Engagement	0.631	***	Accepted
H ₀₂	Polychronicity → Job Performance	0.187	***	Accepted
H ₀₃	Supervisor’s Organizational Embodiment → Work Engagement	0.409	***	Accepted
H ₀₄	Supervisor’s Organizational Embodiment → Job Performance	0.366	***	Accepted

*** p < .001

Table 6. Indirect effects

Relationships	Effect	SE	LLCI	ULCI
H_{05} : Polychronicity → Supervisor's Organizational Embodiment → Work Engagement	0.110**	0.01	0.079	0.138
H_{06} : Polychronicity → Supervisor's Organizational Embodiment → Job Performance	0.238***	0.02	0.191	0.287

** $p < .01$; *** $p < .001$; SE = Standard Error; LLCI = Lower limit confidence interval; ULCI = Upper limit confidence interval

Table 7. Conditional effects of the focal predictor (Polychronicity) at values of the moderator (Psychological Ownership)

DV: Work Engagement	↓	p	95% CI	
One SD below mean	0.170	<.001	0.077	0.263
At the mean	0.324	<.001	0.261	0.474
One SD above mean	0.513	<.001	0.348	0.753

Test(s) of highest order unconditional interaction: (X*W)

R2 -change = .0198***				
F Statistics = 23.604				

*** $p < .001$

Table 8. Conditional effects of the focal predictor (Polychronicity) at values of the moderator (Psychological Ownership)

DV: Job Performance	↓	p	95% CI	
One SD below mean	0.239	<.001	0.133	0.344
At the mean	0.425	<.001	0.358	0.492
One SD above mean	0.611	<.001	0.536	0.685

Test(s) of highest order unconditional interaction: (X*W)

R2 -change = .0275***				
F Statistics = 34.990				

*** $p < .001$

however, with the interaction of high psychological ownership even at low polychronicity, the work engagement gets higher. Moreover, in the presence of high psychological ownership and high polychronicity the work engagement is higher. Table 8 and Figure 4 present the moderation effect of psychological ownership between the relationship of polychronicity and job performance. Results reveal that, with low polychronicity and low psychological ownership, there is lower job performance. The slope of moderator (Figure 4) shows that job performance is high with the interaction of high psychological ownership even at low polychronicity; however, in the presence of high psychological ownership and high polychronicity, the performance gets higher, as we have hypothesized in this study. These results confirm the moderation hypotheses H_{07} , and H_{08} .

5. Discussion

The tourism industry is growing rapidly, overall 10.4% of the world's GDP is contributed by this industry (World Travel & Tourism Council (WTTC), 2019). Moreover, it's the major cause of reduction in unemployment, as it is providing one out of ten jobs around the globe (World Travel & Tourism Council (WTTC), 2019) and is considered as one of the important sectors that help in bringing the foreign exchange earnings in different countries. Particularly in Arab countries, this sector not only fulfills the balance of trade purposes but also helps in infrastructure development, thus its *sine qua non* for the Arab world (Mustafa, 2010). The communities or countries having tourism in the development phase can get a great advantage from the tourism industry. The tourism industry is beneficial for community development as it can increase employment opportunities and quality of life by providing proper and improved facilities (Sheng & Tsui, 2010). Moreover, it can create different natural or cultural attractions (Ko & Stewart, 2002) and boost the economy. The increase in tourism can also facilitate hotels and restaurants (Liang & Bao, 2015). In addition, the tourism industry is considered as a valuable source of enhancing employment opportunities in any country. According to Lazer and Layton (1999), the one core job of the tourism industry in a tourism-related economy can create 1.5 indirect jobs.

Current research has emphasized the broad context of polychronicity and its influence on different job outcomes. Therefore, it has contributed a lot in empirical and theoretical literature of work engagement, job performance, supervisor's organizational embodiment, psychological

Figure 3. Mod graph (DV = Work engagement).

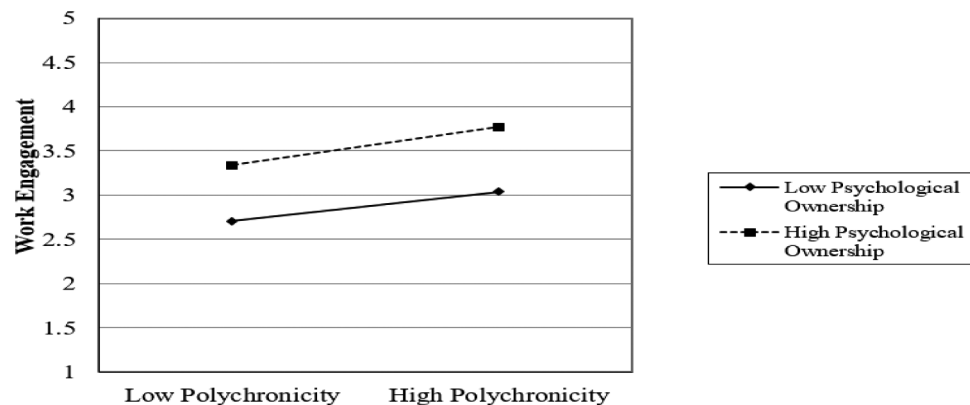
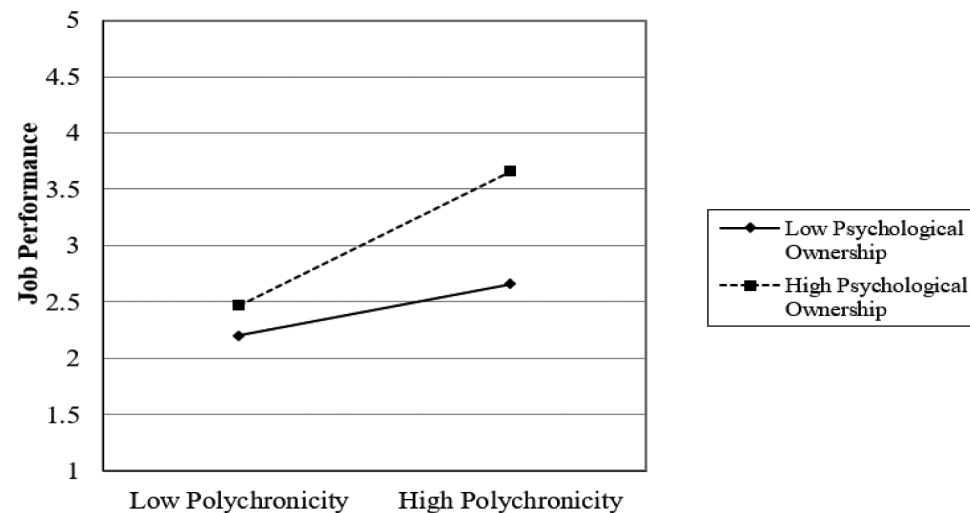


Figure 4. Mod graph (DV = Job performance).



ownership, and polychronicity. First, this study has highlighted the effect of polychronicity on the work engagement of employees and their performance because it's important to know these relationships in context of hotel industry. In comparison to other businesses, the hotel employees have a high turnover rate and such polychronic employees are forced to work in difficult situations (Cheng & Yi, 2018). Secondly, this research has highlighted the two important theories, one PO-fit and the other is organizational support theory (OST) to better conceptualize the concept of polychronicity and supervisor's organizational embodiment respectively. According to Eisenberger et al. (1986), OST holds that the supervisors can play a vital role in social exchange among employees and their organizations. Thirdly, the study has discussed the mediating role of the supervisor's organizational embodiment and moderating effect of psychological ownership.

The first hypothesis of study (H1) proposed the positive relationship between polychronicity can work engagement. This positivity highlights that polychronicity can enable the employees to engage in work. The results supported the prior claim which showed that polychronic employees are better at multitasking (Vizcaíno et al., 2021) and polychronicity can lead to work engagement (Asghar et al., 2021; Karatepe et al., 2013). The term "polychronicity" was initially coined to describe people's desire to perform multiple tasks simultaneously at the same time (i.e., more than one task at the same time). Therefore, it is observed that polychronic employees feel they are better at multitasking than performing a single task at a time (Vizcaíno et al., 2021). The idea of "polychronicity" is relatively independent of the BIG-5 personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) because the polychronic ability among individuals has been reported to be quite consistent with time (Conte & Jacobs, 2003). Conte and Gintoft (2005) identified a positive relationship between polychronicity and extraversion of employees and a negative association with conscientiousness. Therefore, polychronic ability allows individuals to perform and accomplish multiple tasks at once and switch their equal concentration between them rather than focusing on a single thing (Magen, 2017; Robinson & Kalafatis, 2017). The findings of H1 confirmed that among employees of the tourism and hospitality industry of Jordan, Petra, the work engagement is linked with polychronicity. The employee involved in multitasking or polychronicity will be more engaged with his or her work.

The hotel management literature has a strong legacy of research on factors influencing the attitudes (e.g., job satisfaction) and behaviors (e.g., job performance) of frontline employees (Karatepe et al., 2013). Therefore, this study focused on an important factor (i.e. polychronicity) and developed the second hypothesis (H2) to investigate the relationship of polychronicity with job performance. Many studies have highlighted different factors which can enhance job performance and this research indicated that this performance is associated with polychronicity. Besides polychronicity, the supervisor's organizational embodiment can also lead to better work engagement and job performance. Thus, H3 and H4 aimed to examine the positive association of supervisor's organizational embodiment with work engagement and job performance respectively. The role of supervisors is very important as they play an important role in the direction, evaluation, and coaching of employees. The ultimate goal of a supervisor is to empower, support, and foster their subordinates' abilities to achieve the organizational objectives (House, 1996). OST suggests that employees may differ in the degree to which they hold their company accountable for abusive supervision. However, it is important for employees to understand that the supervisor may act on the basis of distinctive motives, values, and shared objective with the organization. As a result, employees have different perspectives on how they link their supervisors with the organization (Eisenberger et al., 2010). H3 is supported by Dai et al. (2021) who argued that a weak supervisor's organizational can lead to less work engagement of employees. The results of H4 are also supported by previous research of Karatepe et al. (2013) who highlighted the positive relationship between POS and job performance.

The results of H5 indicated an important role that a supervisor's organizational embodiment can play in investigating the effect of polychronicity on work engagement. Many studies used different

factors to indicate organizational support, but this study has emphasized on most important concept of supervisor's organizational embodiment. H5 considered this concept as mediating variable between the relationship of polychronicity and work engagement. Similarly, H6 examined the mediating role of supervisor's organizational embodiment between polychronicity and job performance. According to (Lei & Chen, 2020) the idea of Polychronicity is considerably helpful for supervisors in the hiring and training process of employees. It also has significant effects on the career growth and development of employees. Similarly, the results of this research also revealed supervisor's organizational embodiment as significant mediator. The mediation showed that the intervention of SOE helps in explaining the role which polychronicity can play in increasing work engagement and job performance. Stinglhamber et al. (2015) found that SOE moderates the relationship between the exchange of leader-member and effective commitment carried over to the performance of a job. In addition, Asghar et al. (2021) considered organizational support as an important factor in increasing the engagement of polychronic employees. The hypothesis H7, aimed to predict that psychological ownership acts as a moderator between the relationship of polychronicity and work engagement. Similarly, H8 was developed to examine the moderation of psychological ownership between polychronicity and job performance. Both hypotheses were accepted and findings revealed that psychological ownership can strengthen the relationship of polychronicity with work engagement and performance.

6. Implications

Organizational behavior is a diverse field and many researchers have highlighted different factors that can influence the behavior of employees within an organization. Similarly, this study has discussed important factors which can influence work engagement and job performance. Therefore, it has provided extensive implications for practitioners and academicians. In terms of theoretical implications, this research has shifted the attention of researchers towards the important issues of work engagement and job performance and linked these issues with factors that can help in reducing them. In the context of the tourism industry, this study has utilized the PO-Fit theory which suggests that the placement of the right person at right time can help the organizations to fulfill their needs and goals (Kantrowitz et al., 2012) and OST which proposes that the supervisors can play a critical role in social exchange among employees and their organizations (Eisenberger et al., 1986). Moreover, it has provided a significant contribution to the literature on polychronicity, supervisor's organizational embodiment, psychological ownership, work engagement, and job performance. Its complex to explore the relationship of polychronicity with job performance and work engagement because of the limited availability of literature. Besides this, many other relationships established by the study are discussed for the first time. Thus, it has discussed every factor including polychronicity, supervisor's organizational embodiment and psychological owner which influence the work engagement and job performance. Apart from prior studies, this research is significantly different due to its novelty in examining the unexplored or least explored relationships. It analyzed the role of psychological ownership as moderator and supervisor's organizational embodiment as mediator. The researchers or academicians focusing on work engagement or job performance can use the findings of this study as guidelines. In addition, the practitioners facing the issue of poor performance or less engagement of employees can also use this research and emphasize on the key highlighted factors.

7. Limitations and future recommendations

Work engagement and job performance are considered behavioral factors and this research has highlighted key factors influencing both factors. Despite providing detailed literature and empirical investigations, this research has several limitations. Every limitation can be considered by future studies for their development. First, the research has emphasized only one city of Jordan (i.e. Petra) and future studies can evaluate the model by gathering data from other cities in Jordan or any other country. Researchers can also apply this study on other tourist cities around the world with different cultures. Secondly, the study has highlighted several factors that can influence job performance and work engagement, but there are potential factors which can also influence Work engagement and job performance. The studies in the future can consider roles of regulatory foci

which can influence Work engagement (Dai et al., 2021) and job performance. Thirdly, the conceptual framework of this research can be extended by examining the moderating role of internal marketing, as it's considered as an important element in influencing employees' outcomes (Abbas, Afshan et al., 2018; Abbas, Riaz et al., 2018). Fourthly, the focus of the current study is on all the workers of private tourist facilities of Petra, future studies can consider this limitation and develop their research by gathering data from a specific category of employees. This research can use other study groups such managers. Finally, it is recommend that in addition to questionnaire, the use of personal interview in the study of the effect of polychronicity on job performance.

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