

**RELATIONSHIP BETWEEN WORKPLACE CHRONEMIC
CULTURE AND EMPLOYEE PERFORMANCE AMONG
SERVICE STATE CORPORATIONS IN KENYA**

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AGRICULTURE AND TECHNOLOGY**

2016

**Relationship between Workplace Chronemic Culture and Employee
Performance among Service State Corporations in Kenya**

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**A Thesis Submitted in Partial Fulfillment for the Degree of Doctor of
Philosophy in Human Resource Management in the Jomo Kenyatta
University of Agriculture and Technology**

2016

DECLARATION

This thesis is my original work and has not been submitted for a degree in any university.

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DEDICATION

This thesis is dedicated to my daughter Kibibi Omar. She has been my pillar and greatest critic.

ACKNOWLEDGEMENT

Am indebted to many people in this thesis. My sincere thanks goes to my supervisors Dr.Wario Guyo and Prof.Odhiambo for their encouragement, professional support and more so for their unfailing availability in supervising this work. I appreciate my family, Rehema Omar and Kibibi Omar for their patience and encouragement throughout the process. Most of all, I give God Almighty the glory for sustenance and good health during this intellectual journey.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	xii
LIST OF APPENDECIES.....	xiii
ABBREVIATIONS AND ACCRONYMS	xiv
DEFINITION OF TERMS.....	xv
ABSTRACT.....	xvii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.2 Chronemic Cultures	1
1.1.3 State Corporations.....	3
1.2 Statement of the Problem	6
1.3 Objectives of the study	7
1.3.1 General Objective	7
1.3.2 Specific Objectives	7
1.4 Research Hypotheses.....	8
1.5 Justification of the Study	8
1.6 Scope of the Study.....	10

1.7 Limitations of the Study	11
CHAPTER TWO.....	12
LITERATURE REVIEW.....	12
2.1 Introduction	12
2.2.2 Theory of Threaded Cognition	14
2.3 Conceptual Framework	19
2.4 Empirical Literature Review	25
2.4.1 Chronemic Work Culture.....	25
2.4.2 Employee Performance.....	28
2.4.3 Individual Level Chronicity.....	30
2.4.4 Job Level Chronicity.....	32
2.4.5 Work Environment and Chronemics	34
2.5 Critique of Literature Review.....	40
2.6 Summary of Literature Review and Research Gap	41
CHAPTER THREE.....	44
RESEARCH METHODOLOGY	44
3.1 Introduction	44
3.2 Research Design	44
3.3 Population.....	46
3.4 Sample size and Sampling Technique.....	47
3.5 Data Collection Method	48
3.6 Pilot Study	49
3.7 Data Analysis and Presentation	51

CHAPTER FOUR.....	53
RESEARCH FINDINGS AND DISCUSSION.....	53
4.1 Introduction	53
4.2 Response Rate	53
4.3 Validity and Reliability Test (Results of Piloting Test)	54
4.3.1 Validity Test	54
4.3.2 Reliability Test.....	55
4.4 Respondents Background Information	57
4.4.1 Gender Distribution	57
4.4.2 Working Experience of Respondents	58
4.4.3 Level of Education of Respondents	58
4.5 Descriptive Analysis of Variables	59
4.5.1 Descriptive Analysis for Individual Level of Monochronicity.....	59
4.5.2 Descriptive Analysis for Job Level Monochronicity	69
4.5.3 Descriptive Analysis for Job Level Polychronicity	79
4.5.4 Descriptive Analysis for Individual Polychronicity	88
4.5.5 Descriptive Analysis for Employee Performance.....	94
4.6 Diagnostic test	106
4.6.1 Factor Analysis	106
4.6.2 Multicollinearity, Tolerance and VIF	118
4.6.3 Heteroscedasticity	119
4.7 Inferential Tests	120
4.7.1 Correlation Test	121

4.7.2 Correlation analysis for Individual level Monochronicity	123
4.7.3 Regression Analysis.....	129
4.8 Optimal Model	147
4.8.1 Multiple Linear Regressions for all Variables.....	147
4.9 Summary	151
CHAPTER FIVE.....	152
SUMMARY CONCLUSION AND RECOMMENDATIONS.....	152
5.1 Introduction	152
5.2 Summary of Findings	152
5.2.1 Effect of individual level monochronicity on employee performance.	154
5.2.2 Effect of individual level polychronicity on employee performance	156
5.2.3 Effect of Job level Monochronicity on Employee Performance.....	157
5.2.4 Effect of Job level polychronicity on employee performance	159
5.3 Conclusion.....	161
5.4 Recommendations	163
5.5 Areas for further research.....	165
REFEEENCE.....	166
APPENDICES.....	182

LIST OF TABLES

Table 4. 1: Response Rate	54
Table 4. 2: Content Validity Index.....	55
Table 4. 3: Reliability Analysis.....	56
Table 4. 4: Reliability Analysis for Employee Performance	57
Table 4. 5: Distribution of Respondents by Gender.....	57
Table 4. 6: Years of service.....	58
Table 4. 7: Level of Education of Respondents	59
Table 4. 8: Individual Level of Monochronicity	68
Table 4. 9: Job Level Monochronicity	78
Table 4. 10: Analysis for Job Level Polychronicity	87
Table 4. 11: Descriptive Analysis for Individual Polychronicity.....	94
Table 4. 12: Threshold for fit statistics	107
Table 4. 13: Factor loading for Individual level polychronicity	108
Table 4. 14: Factor Loading for Construct Job Level Monochronicity	109
Table 4. 15: Loading for Construct of Job Level Polychronicity.....	110

Table 4. 16: Factor Loading for Construct of Individual level Polychronicity.....	111
Table 4. 17: Factor Loading for Construct of Employee Performance	113
Table 4. 18: Durbin Watson Test	114
Table 4. 19: Test for Normality.....	116
Table 4. 20: Correlation between Individual Polychronicity and Employee Performance	123
Table 4. 21: Correlation Analysis between Individual Level Monochronicity and Employee Performance	125
Table 4. 22: Correlation between Job Level Monochronicity and Employee Performance	126
Table 4. 23: Correlation between Job level Polychronicity and Employee Performance.	128
Table 4. 24: Correlation Analysis	129
Table 4. 25: Summary model for Individual level Monochronicity	133
Table 4. 26: Analysis of variance (ANOVA) between Individual level Monochronicity and Employee Performance	134
Table 4. 27: Coefficient for Individual Level Monochronicity.....	134
Table 4. 28: Summary model for Job Level Monochronicity	137

Table 4. 29: Analysis of Variance (ANOVA) for Job Level Monochroicity versus Employee Performance.	138
Table 4. 30: Job level Monochronicity Coefficients	138
Table 4. 31: Summary Model for Job Level Polychronicity.....	141
Table 4. 32: Analysis of variance (ANOVA) for Job level Polychronicity versus Employee Performance.	142
Table 4. 33: Job Level Polychronicity Coefficients	142
Table 4. 34: Summary model for Individual level Polychronicity.....	145
Table 4. 35: Analysis of variance (ANOVA) for Individual level Polychronicity versus Employee Performance	145
Table 4. 36: Individual Level Polychronicity Coefficients	146
Table 4. 37: Model Summary.....	148
Table 4. 38: ANOVA for Combined Effect model	148
Table 4. 39: Regression Coefficients matrix	151

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	16
Figure 4. 1: Normal QQ Plot of Employee Performance.....	118
Figure 4. 2: Scatter Diagram for Individual Polychronicity	122
Figure 4. 3: Scatter Diagram for Individual Level Monochronicity	124
Figure 4. 4: Job level Monochronicity Correlation Results	125
Figure 4. 5: Job level Polychronicity Correlation Results	127
Figure 4. 6: Regression Model on Individual level Monochronicity versus Employee Performance	132
Figure 4. 7: Regression Model on Job Level Monochroicity versus Employee Performance	136
Figure 4. 8: Regression Model on Job level Polychronicity versus Employee Performance	140
Figure 4. 9: Regression Model on Individual Level Polychroicity versus Employee Performance	144

LIST OF APPENDECIES

Appendix i :Questionnaire	182
Appendix ii:Table For Determining The Needed Size Of A Randomly Chosen Sample From A Given Finite Population	190
Appendix iii: List Of Service State Corporations	191
Appendix vi: Employee Performance	193

ABBREVIATIONS AND ACCRONYMS

ANOVA	Analysis Of Variance
DCI	Data Collection Instrument
GOCs	Government Owned Corporations
HRM	Human Resource Management
IPV	Inventory Polychronic Values
ILM	Individual Level Monochronicity
ILP	Individual Level Monochronicity
JLM	Job Level Monochronicity
JLP	Job Level Polychronicity
LDCs	less Developed Countries
PAI	Polychromic Attitude Index
PCS	Performance Contracts Secretariat
PSCGT	Private Sector Corporate Governance
ROK	Republic of Kenya
RRI	Rapid Result Initiative
RPI	Representative of Polychronicity Index
SOEs	State Owned Enterprises
SPSS	Statistical Package for Social Sciences

DEFINITION OF TERMS

Chronemics Culture: Chronemics culture (also referred to as temporality) is the study of how a person perceives, structure, and react to time and the message interpreted from such usage (Eisenberg, 2012). Time can be used as a communication tool in many ways, from punctuality, to expectations around waiting and response time, to general principles around time management.(DeVito & Hecht, 2009).

Polychronic Time System: A polychronic time system is a system where several things can be done at once, and a more fluid approach is taken to scheduling time (Cohen, 2007).

Monochromic Time System: Monochromic time system is a culture that emphasize on schedules, a precise reckoning of time, and promptness. Time is viewed as a discrete commodity. People with this cultural orientation tend to do one thing after another, finishing each activity before starting the next (Madjar & Oldham, 2006).

Intercultural Communication: Intercultural Communication is communication between two persons of different cultures. It is concerned with the communication that takes place within businesses whereby there are employees from different cultural backgrounds (Chaney & Martin, 2011)

Temporal orientation: Temporal orientation refers to an individual's preference to time management across various domains such as work or leisure (Palekar, 2011).

Employee Performance: Employee performance is the achievement which is often used to show the ability or "the show" which is commonly used to show up the performance, or it also means "doing the task that shows someone's action in working (Guralnik & David, 2004). On the other hand, Bernardin and Russel (2009) defines employee performance as the record of the result which is gained from the function of certain work or certain activities in certain period of time.

Personal Chronicity: Personal chronicity is the ability of an individual to focus on either monochronicity or polychronicity approach to deal with a given task (Bluedorn *et al.*, 2008).

Job level chronicity: Job level chronicity is task requirements which shape an employee's temporal time orientation in order to meet timelines and fit in the organization culture (Hall, 2003).

ABSTRACT

Due to increased competition and globalization, recently there has been a lot of emphasis on the link between temporal time management and employee performance. The performance of Service State Corporations in Kenya has not been as expected, as demonstrated by reports of unrelenting financial and managerial woes. The requirement to be self-sustaining demands that Service State Corporations continuously innovate, improve their performance and competitively market their products and services. Key to achieving this aim is management of temporal time. Both researchers and practitioners are increasing their attention on employees' temporal time management. The general objective of this study was to establish the relationship between workplace chronemic culture and employee performance among Service State Corporations in Kenya. The specific objectives were the effect of individual level polychronicity on employee performance, influence of job level polychronicity on employee performance, influence of individual level monochronicity on employee performance and the influence of job level monochronicity on employee performance. The study adopted an explanatory survey research design and used simple random sampling to select a sample from the Service State Corporations' employees with a Personal File number which is the unit of observation. The unit of analysis consisted a census of all the State Corporations in the service delivery sector. The study generated both qualitative and quantitative data which was collected using likert scales and later analyzed descriptively using Measure of Central Tendency and inferentially using Multiple Regression Model. Analyzed data was presented using tables, charts and graphs. Out of 375 employees that were targeted in various categories, 342 responses were received as valid. This constituted 91.2 % response rate. The questionnaire was pilot tested on respondents drawn from a service state corporation which was not included in the final research .Reliability of the questions was tested by use of Cronbach's alpha. Normality test was done for dependent variable in order to aid subsequent analysis. Factor analysis was also done to reduce the data to meaningful size and all the items met the required threshold. The data obtained was analyzed using both qualitative and quantitative analysis. Correlation analysis was used to test the direction of relationship between the independent variables and dependent variable. Multiple regression was used to test whether job level monochronicity, job level polychronicity, individual level monochronicity and individual level polychronicity have any influence on employee performance. The study found out that job level monochronicity, job level polychronicity, individual level monochronicity and individual level polychronicity contribute positively to employee performance. Based on the research findings it can be concluded that workplace chronemics cultures have a positive significant relationship with employee performance. The findings of the study suggested that workplace chronemic culture is a significant area an employer should give attention to in order to create an environment in which the employees can become more productive.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study focused on examining the relationship between work place chronemic culture and employee performance among service state corporations in Kenya. This chapter presents the concept of chronemic cultures and background information about Service State Corporations in Kenya. The chapter further discusses the research problem, objectives of the study, its justification and definition of the key terms used in the research. A study conducted by Ramgolam (2012) revealed chronemics as the study of use of time in nonverbal communication. The way that one perceives and values time, structures time and reacts to time frames communication across cultures and time perception plays a large role in the nonverbal communication process. Time perceptions include punctuality, willingness to wait and interactions. The use of time can affect lifestyle, daily agendas, speed of speech, movements and how long people are willing to listen (Cohen, 2013). The way different cultures perceive time can influence communication as well. Cultures are sometimes considered monochronic or polychromic.

1.1.2 Chronemic Cultures

Chronemic cultures consist of two systems; monochronic and polychromic systems. A monochronic time system means that things are done one at a time and time is segmented into precise, small units. Under this system time is scheduled, arranged and

managed. The United States is considered a monochronic society. This perception of time is learned and rooted in the Industrial Revolution, where factory life required the labor force to be on hand and in place at an appointed hour (Alesina & Giuliano, 2013). For Americans, time is a precious resource not to be wasted or taken lightly. Time is used to structure both daily lives and future events.

Monochronic cultures viewpoint is that schedule is sacred, time is tangible, a commodity where “time is money and can be wasted.” The result of this perspective is that Americans and other monochromic cultures, such as the German and Swiss, place a paramount value on schedules, tasks and “getting the job done.” These cultures are committed to regimented schedules and may view those who do not subscribe to the same perception of time as disrespectful (Flaskerud & Flaskerud, 2013). A polychromic time system is a system where several things can be done at once, and a more fluid approach is taken to scheduling time. Latin American, African, South Asian, and Arab cultures use the polychronic system of time. These cultures are much less focused on the precision of accounting for each and every moment (Lindsay, 2008). According to Cohen (2004), polychronic cultures are deeply steeped in tradition and relationships rather than in tasks. This is a clear difference from their monochronic counterparts. Cohen notes that traditional societies have all the time in the world. Their culture is more focused on relationships, rather than watching the clock. As a result, polychronic cultures have a much less formal perception of time. They schedule multiple appointments simultaneously so keeping on schedule is impossible.

1.1.3 State Corporations

State corporations can be defined as institutions of public law with a separate legal personality, usually created by a specific law or decree that defines the corporation's powers and duties under the State Corporations Act, Chapter 446 laws of Kenya. Their legal status varies from being a part of government into companies with a stake as a regular stock holder (R.O.K, 2010). State Corporations were established to meet both commercial and social goals. They exist for various reasons including: to correct market failure, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. They were established after independence by session paper no.10 of 1965 as vehicles for the indigenization of the economy (Njiru, 2008).

In Kenya, the State Corporation Sector is plagued by problems of poor employee performance (ROK, 2011).According to Obongo (2008), most public organizations in Kenya are yet to match the pace of their counterparts in the private sector. Poor performance of public enterprises is one of the reasons that many less developed countries (LDCs) have failed to develop more rapidly (Trivedi,2008).Therefore, improving the performance in state owned corporations and enterprises has been an area of interest world over and especially in LDCs. For example, France, South Korea, Venezuela, India and Senegal have implemented policies of performance contracting in their effort to improve the performance of their state enterprises (Dahlan, 2009). In June 2003, the government unveiled its economic recovery strategy for wealth and employment creation. The new strategy was founded on the principles of the sessional

paper of 1994 and required changes in public sector management. This lead to the introduction of performance contracting which was adopted in Kenya and thus by State Service Corporations. Performance contracting is a tool to measure performance and improved service delivery for customers. It enhances employee performance in the areas of customer and employee satisfaction.

Employees' time orientation culture affects their performance. With increased globalization, understanding the various cultures and people's attitudes and behaviours is crucial for business and product success. Madjor and Oldham (2006) states that time is an important characteristic separating cultures. Individuals with high levels of polychronicity generate more ideas when required to rotate through three tasks as compared to working sequentially on the three tasks. The opposite is true for more monochronic people, who generate more ideas if they work sequentially. According to Lindquist *et al.* (2001) academic, managers and engineers are generally more polychronic. Their research suggests that it is essential to match people's belief, preference and actions when designing products interfaces and processes for different time orientations.

For any given time orientation, there are individual variations. Ages, education levels, years of education and career demonstrate significant effects on monochronicity/polychronicity. In general, employees whose ages are 45-55 years tend to be more polychromic than younger ones of ages under 25 years (Yan, 2005). Employees with higher education such as PhD degree and 17 or more years of formal education were

found to be more polychromic too. This is in agreement with Kaufman and Lindquist (2007) who reported that employees who had a college or professional degree had a high Polychromic Attitude Index (PAI) value which is a measure of polychromic attitudes. Employees who are in supervisory or management positions are more polychromic since management roles requires tremendous amount of multitasking abilities. Ivanov (2010) suggested that female employees might be more polychromic than males. This is in consistent with Zhang (2004) who found out that female employees are more polychromic as compared to male employees. The implication of the result is important in personnel selection in an organization.

Employee's ability to concentrate on main task while working makes them perform better. Wickens and Hollcends (2008) defined selective attention as the ability to concentrate on a task that is being carried out, while performing a secondary task that may be boring or distracting . Monochrons concentrate on main tasks and are able to achieve a higher performance compared to polychrons. Reynolds and Valentine (2011) stated that polychrons are highly distractible and subject to interruptions.

Evidently, majority of the State Corporations have registered relatively poor performance (ROK, 2008). Those that show slight improvements are not able to sustain it over a long period (Trivedi, 2008). There is now need to study Service State Corporations further to establish how employee time orientation culture influence employee performance.

1.2 Statement of the Problem

Employee performance is the ultimate apex in Human Resource Management. Both ancient literature (Handy, 1989; Hall, 1959; Hartle, 1997), as well as hosts of contemporary literature (Antoncic & Antoncic, 2011; Risher, 2003; Wolff, 2008), emphasize on the need for employee performance as the climax of Human Resource Management. Several studies on the critical nature of employee performance as the gateway to productivity have been conducted, which focused and analysed employee performance from different perspective and environments that range from organizational to personal characteristics. However, cases of continued decline of employee performance in organizations have been on the rise prompting the need for diverse solutions particularly in public sector organizations across the world (Society for HRM, 2014).

In Kenya, the State Corporation is plagued by problems of poor employee performance (ROK, 2011). Nevertheless, there are numerous recommendations adopted by State Corporations as a measure to improve employee performance through time management (Mwaura, 2007) and other time related activities such as service delivery charter and Rapid Results Initiative (RRI). While traditional empirical evidence (Gong *et al.*, 2009) show chronemics influence employee performance, contemporary practices in HRM have been putting more emphasis on managing employee performance from time orientation culture ,without clear mechanism of how it influences performance (Armstrong & Taylor, 2014) .

There is likely to be a potential conflict between monochrons and polychrons since they have a different time orientation. Monochrons handle one task at a time while polychrons handle multiple tasks at the same time. However, despite correlating time orientations cultures with Employee performance, none of these studies explain the details of how the two are related. This study therefore seeks to examine the relationship between workplace chronemic culture and employee performance among Service State Corporations in Kenya.

1.3 Objectives of the study

1.3.1 General Objective

The purpose of this study was to establish the relationship between workplace chronemic culture and employee performance among Service State Corporations in Kenya.

1.3.2 Specific Objectives

1. To establish the influence of individual level polychronicity on employee performance among Service State Corporations in Kenya.
2. To establish the influence of job level polychronicity on employee performance among Service State Corporations in Kenya.
3. To establish the influence of individual level monochronicity on employee performance among Service State Corporations in Kenya.

4. To establish the influence of job level monochronicity on employee performance among Service State Corporations in Kenya.

1.4 Research Hypotheses

The following hypotheses of the study were tested:

1. H_1 : Individual level polychronicity has a significant effect on employee performance.
2. H_1 : Job level polychronicity has a significant effect on employee performance.
3. H_1 : Individual level monochronicity has a significant influence on employee performance.
4. H_1 : Job level monochronicity has a significant influence on employee performance.

1.5 Justification of the Study

The study findings will be of great importance since it has addressed the most critical factors pertaining to workplace chronemic culture that influence employee performance in Service State Corporations in Kenya. It will contribute to greater understanding on various challenges State Corporations in Kenya go through in trying to attain sustainable growth through employee performance.

The Government of Kenya's immediate concern is rapid economic development as clearly stated in the Economic Recovery Strategy for Employment and Wealth Creation

Paper (ROK, 2003) and Vision 2030 (ROK, 2007). One way to achieve this is the revamping of State Corporations to make them more effective, efficient, self-sustaining and productive in their operations. This will attract both foreign and local investors. Investors increasingly rely on services provided by State Corporations which are currently poor. Therefore, an understanding of the current situation will guide policy makers in future planning of the State Corporations with regard to employee time orientation cultures.

The coexistence between various states and governments with different partners in economic cooperation is gaining momentum day by day due to common global goals and local actions. In addition to the (MDG) Millennium Development Goals, the Kenyan vision 2030 is a roadmap which is expected to move Kenya into a new economic platform. The findings of this study will be important in providing insight into new economic shifts, by providing empirical evidence so that a policy may be formulated on how to manage monochronemic and polychronemic cultures that State Corporations can adopt so as to improve employee performance.

The study shall be of great importance to the researcher as it will give both theoretical and practical experience on the relationships between workplace chronemics and employee performance. As mentioned earlier there have been very few attempts to empirically research chronemic cultures, this study may be a source of inspirations to other researchers in developing a more practical methodology. Through implementation of the results of this study, there will be marked improvement on employee performance

thus improving the general productivity leading to economic growth. This will improve the general standards of living among the citizens.

1.6 Scope of the Study

The study focused on monochronemic and polychronemic culture which are the two main cultures, personal and job related which are the two main categories of chronemic dimensions, The focus was on workplace chronemic culture entirely. Specifically, the focus was on Service State Corporations. This was because poor service delivery and governance remains an overwhelming challenge in Kenya. Ahmed (2005) noted that many local governments in Kenya are unable to deliver services to residents due to mismanagement of the available resources and failure to meet timelines. In this case, employee time orientation which is work chronemic culture is an important asset which has not been understood and managed appropriately. According to Paleker (2011) it is very important to understand workplace chronemic cultures so that employees can be appropriately managed in order to improve performance. The sample will be represented in all the twenty five Service State Corporations.

The research analysed both monochronic and polychromic cultures and outcomes in the State Service corporations. The study was undertaken to research on activities within the scope of the issues addressed by the research objectives. The study reviewed the past activities explained by the literature review of this study.

1.7 Limitations of the Study

The highly expected limitation in this study was that most Service State Corporations consider some information as confidential and hence could be unwilling to reveal most of it. The study overcome the limitation by having a letter of introduction from the university to assure the respondents that the information provided would be used for academic purpose and will thereby be treated with confidentiality.

This study used research instruments that contained performance-rating scales. However, performance-rating scales are limiting because of the “halo effect”, which is the tendency to make ratings on specific abilities based on an overall impression (Sommers, 2008). The halo effect would be limited by giving appropriate instructions to respondents. Performance rating scales are also limited because of “loafing”, which is the tendency to score all items similarly and positively or negatively. Questions posed in the negative manner in the scale were aimed at minimizing loafing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this study was to investigate the influence of workplace chronemics on employee performance in the Service State Corporations in Kenya. This chapter discusses literature related to the study. The chapter presents a definition of chronemic cultures, and then describes the concept of monochronicity and polychronicity in relation to employee performance. In reviewing literature on Service State Corporations in Kenya, there was a discussion on employee time orientation and how it influences employee performance. The review then analysed literature on how work chronemics can be measured before presenting the theoretical and conceptual model around which the study is organized.

2.2 Theoretical Review

A theory is a set of interrelated concepts, definitions, and propositions that present a systematic view of events or situations by specifying relations among variables, in order to explain and predict the events or situations (Van Ryn & Heaney, 1992). Theoretical literature begins with a formal model that seeks to explain participation patterns in terms of underlying theory (Heilbrun & Gray, 1993).

2.2.1 Interpersonal Adaptation Theory

The Interpersonal Adaptation Theory (IAT) founded by Judee (1970).It states that adaptation in interaction is responsive to the needs, expectations, and desires of communicators and affects how communicators position themselves in relation to one another and adapt to one another's communication. For example, they may match each other's behavior, synchronize the timing of behavior, or behave in dissimilar ways. It is also important to note that individuals bring to interactions certain requirements that reflect basic human needs, expectations about behavior based on social norms, and desires for interaction based on goals and personal preferences (Tschacher, 2014).Madjar and Oldham (2006) notes that polychronics are not as timely as monochronics.

Both monochronic and polychronic cultures are present in an organization. There will be situations when a very timely person, may have to deal with someone who is not as timely as they are and therefore will be required to adapt communication to their needs. These adaptations can vary depending on the position of the person you are dealing with, as well as the cultural background of that person Lindsay (2008). It is also important to remember that although you will sometimes have to adapt to others, there will be times that things would be more positively balanced if the other parties adapted to your concept of time.

2.2.2 Theory of Threaded Cognition

Dario Salvucci (2008) propose the idea of threaded cognition, an integrated theory of concurrent multitasking that is, performing two or more tasks at once. Threaded cognition posits that streams of thought can be represented as threads of processing coordinated by a serial procedural resource and executed across other available resources. The theory specifies a parsimonious mechanism that allows for concurrent execution, resource acquisition, and resolution of resource conflicts, without the need for specialized executive processes (Ismail & Raza, 2011). By instantiating this mechanism as computational model, threaded cognition provides explicit predictions of how polychronicity behavior can result in interference, or lack thereof, for a given set of tasks. Polychronic behavior has been explained by the theory of threaded cognition, which is a result of multiple threads of cognition happening simultaneously where each of the thoughts signifies a different goal or task accomplishment (Salvucci & Taatgen, 2012). According to Rossano (2011) activities can be carried out to the extent that cognitive, perceptual, and motor resources are available. The theory of threaded cognition proposes three key elements, each described as a continuum, which are relevant to the polychronicity/multitasking research. These three continuums provide a framework by which seemingly disparate methodologies in the multitasking research can be seen as unified efforts in the study of multitasking (Brislin & Kim, 2003).

Multitasking can be most thoroughly understood when considering empirical data collected at all levels of the three continuums. The first continuum is referred to as

multitasking, where on one end; tasks are switched at intervals smaller than one second, and switched up to every few seconds. This behavior is referred to as concurrent multitasking, where tasks are occurring essentially simultaneously (Salvucci & Taatgen 2011). Examples of concurrent multitasking provided by Salvucci and Taatgen (2012) include talking while eating, driving or walking. The authors further explain that even when one task hinders the others, such as the interruption in talking while eating, the disruption is short and both activities continue essentially simultaneously.

Concurrent multitasking can result in “confusion of task elements, cooperation between task processes, and competition for task resources” (Wickens, 2002). At the other end of this first multitasking continuum proposed by Salvucci and Taatgen (2011) is behavior involving tasks that are switched only after a long duration of time has lapsed, referred to as sequential multitasking. There are a variety of multitasking behaviors that can take place in between these extreme ends of the continuum. Rijin (2014) explain the reason for making this distinction is that two streams of multitasking research have emerged: concurrent multitasking and sequential multitasking. Lindsay (2008) argues that these types of behaviors are not distinct, but variations of a unified concept of multitasking behavior.

2.2.3 The Theory of Reasoned Action

The Theory of Reasoned Action was developed by Martin (Ajzen & Fishbein, 1975). This theory is explicitly concerned with behavior. It also recognizes that there are situations that limit the influence of attitude on behavior. Reasoned Action Theory

predicts that behavioral intent is created or caused by two factors: our attitudes and our subjective norms. As in Information Integration theory, attitudes have components of evaluation and strength of a belief. The second component influencing behavioral intent, subjective norms, also have two components: normative beliefs (what I think others would want or expect me to do) and motivation to comply (how important it is to me to do what I think others expect).

The theory of Reasoned Action provides a useful framework for analyzing questions about an individual's polychronicity. The theory is applicable in a number of ways: the effects of available time, formal education, fatigue and time of the day on an individual's polychronicity (Slocombe, 1999). The theory asserts that individuals consider the consequences of acting monochronically or polychronically. Leonard (2008) postulates that as time for task completion is reduced, the individual would consider the priority of each task waiting to be completed, the likelihood of completing the different combinations of tasks in the remaining time, the consequences of completing different combinations of tasks, the inherent pleasure or discomfort in performing each combination of tasks, and the opinions of relevant others.

The conditions of these variables would need to be specified in order to appropriately predict the effect of reducing the time available for task completion, (Monari, 2012). The theory of Reasoned Action may be useful for considering questions such as whether fatigue is likely to affect an individual's polychronically and whether an individual is more polychronic in the morning than in the afternoon or evening. The theory suggests

that the individual's energy level, the norms in the work unit and the priorities assigned to the tasks to be accomplished are relevant (Love, 2008). The theory of reasoned action suggests that simple questions about polychronicity may have complex answers. According to Yan (2005) the decision to operate monochronically or polychronically may involve choice between placing a higher priority on human relationships or on task accomplishment. This consideration is clearly connected with the subjective norm (one's beliefs about others' opinion and one's motivation to conform to them) in the theory of Reasoned Action.

2.2.4 Organizational Culture Theory

The study will also use the Organizational Culture Theory. Different concepts of culture stem from two distinct disciplines, anthropology and sociology. The concepts have been applied to employee performance and organizational studies since the early 1980's (Schein, 1988). Deal and Kennedy (1982) argue that culture is the single most important factor accounting for success or failure of organizations. Anthropology views culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture as something an organization possesses.

Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus. The most widely used organizational culture framework is that of Backhouse (2013) who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it

learns to cope with its problems of external adaptation, and internal integration, that has worked well enough to be considered valid. This culture therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. The culture of an organization affects employee's performance. In Schein's (1988) model, culture exists on three levels: Artifacts - which are difficult to measure; Values which deal with espoused goals, ideals, norms, standards, and moral principles, and is usually the level that is usually measured through survey questionnaires; and underlying assumptions; deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture.

Anthropologist Hall (1999) described culture as the way different individuals perceive and react to temporal time. Here culture is embraced as either monochronic or polychronic. Although not directly pertaining to polychronicity and monochronicity as they relate to culture, Waller *et al.* (1999) found empirical evidence for the presence of time-urgent group members and a higher level of monochronic as opposed to polychronic group behavior, confirming Hall's dimension of promptness or urgency in Monochronic time cultures. Hofstede and Hofstede (2004) demonstrated that there are national and regional cultural groupings that affect behavior of organizations. While O'Reilly, Cardick and Newton (2005) based their belief on the premise that cultures can be distinguished by values that are reinforced within organizations. An organization may reinforce polychromic culture while another may reinforce monochronicity

2.3 Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The major function of conceptual framework is that it enables the researcher to find links between the existing literature and his own research goals (Greener, 2008). The independent variables of this study are the following; Individual polychronicity, Job level polychronicity, individual monochronicity and job level monochronicity. These variables affect the dependent variable of the study which in this case is employee performance. The conceptual frame work is presented in Figure 2.1.

Waller (2010) on perceived fit between individual polychronicity and time oriented expectations found out that the greater the perceived fit, the greater the employee's organizational commitment. When employees are committed to their employer, they will deliver higher levels of performance. Highly committed employees can help an organization achieve much more each year than employees with average or low commitment. Studies from polychronicity indicate that polychrons can cope with doing many things at once with ease as long as they are not overloaded with seemingly unattainable goals or targets (Woolley *et al.*, 2011). Sanderson (2012) advanced the person-environment fit argument and proposed that neither polychronicity nor monochronicity is per se better for performance; and that polychronicity is better for performance only if the environment demands multitasking.

Culture provides structure, guidelines, expectations, and rules to help people understand and interpret behaviors. According to Love (2008) the way different cultures perceive time can influence communication. This construct creates a distinction between two different ways people view and organize time. Personal congruence between preferred polychronicity and experience levels of polychronicity in the job may affect attitude towards commitment to organizational goals (Shipp, 2009; Sclombe & Bluedorn, 1999).The theory of threaded cognition will be used in this research .It asserts that multitasking/polychronicity behavior is a result of multiple threads of cognition happening simultaneously where each of the thoughts signifies a different goal or task accomplishment (Salvucci & Taatgen, 2011).

Person-Job fit has positive effects on work-related outcomes. Hecht and Allen (2005) in their study found that person-job fit on the dimension of polychronicity was significantly related to job satisfaction and other variables such as organizational commitment, turnover intentions, and strains. Studies on polychronicity have found that employees feel more time pressured when asked to work in the opposite manner or to their chronistic preference (Madjar & Oldham, 2006). The effects of time related pressures have been considered within previous stress related studies (Warr, 2006).Studies from polychronicity studies indicate that polychrons can cope with doing many things at once with ease as long as they are not overloaded with seemingly unattainable goals or targets (Kaufman et al., 2007).In general, research findings show that individuals high in polychronicity are calm in the face of stress, enthusiastic, sociable, and trusting

(Kantrowitz et al., 2012). Monochrons feel frustrated working and being interrupted and overloaded. They prefer to arrange interruptions (Love, 2008).

Studies indicate that both monochrons/polychrons can achieve well and their goal congruence increased when left to work in their preferred manner. Park (2007) found out that polychromic individuals working under an identical time pressured situation may exhibit very different time behaviours from one another, their time orientation behaviour can affect subsequent group timing and that timing and pacing of group activities can affect outcomes. Lindquist and Kaufman (2007) stated that temporal aspect of role overload leads to create strategies that enable both organization and its members to cope with the perceived time pressure, such as imposing polychromic requirements for doing several things simultaneously on employees who are monochronically oriented. Based on this review, the following hypotheses were deduced:

Job level polychronicity has a significant effect on employee performance.....hypothesis 1

Job level monochronicity has a significant effect on employee performance.....hypothesis 2

Time orientation of a culture reflects a preference toward past, present, or future thinking. It effects how a culture values time and believes they can control it. One's time orientation is largely a product of his/her culture .Individual time orientation culture has been widely researched as an individual difference, and it is thought to be a trait

difference, that is, consistent over time (Conte & Jacobs, 2003). According to Yan (2005) time use is an important issue in employee chronicity as an individual factor which relates to multiple tasks behavior and performance. Kaufman *et al.* (1991) introduced the term time personality to reflect individual differences in use of time, from strictly a behavioral perspective. Sanderson (2012) extended this construct to a multidimensional time personality to include differences in behavior, thoughts, and affect. He developed a multifaceted measure of time personality, called the Time Personality Indicator, consisting of five factors representing leisure time awareness, punctuality, planning, polychronicity, and impatience. An individual scoring high on this measure of time personality is characterized by being aware of time, governed by deadlines, managed by plans, engaging in many activities at the same time, and is generally hurried.

There exists a perceived fit between individual polychronicity and time orientation. Clegg (2008) conceptualize polychronicity as an individual level trait because time, like values, is culturally ingrained into our cognitions, and form stable characteristics rather than transitory states. The greater perceived fit between individual polychronicity and time oriented expectations, the greater the employee's organizational commitment. Another study found perceived fit of polychronicity between the individual and the organization to be related to job satisfaction (Arndt *et al.*, 2006). It is thought that to the extent possible, individuals manage workloads and seek work environments in accordance with their preferences for polychronicity (Conte *et al.*, 2005). Based on this review the following hypotheses were deduced:

Individual Level Polychronicity has a significant effect on Employee

Performance.....hypothesis 3.

Individual Level Monochronicity has a significant effect on Employee

Performance.....hypothesis 4.

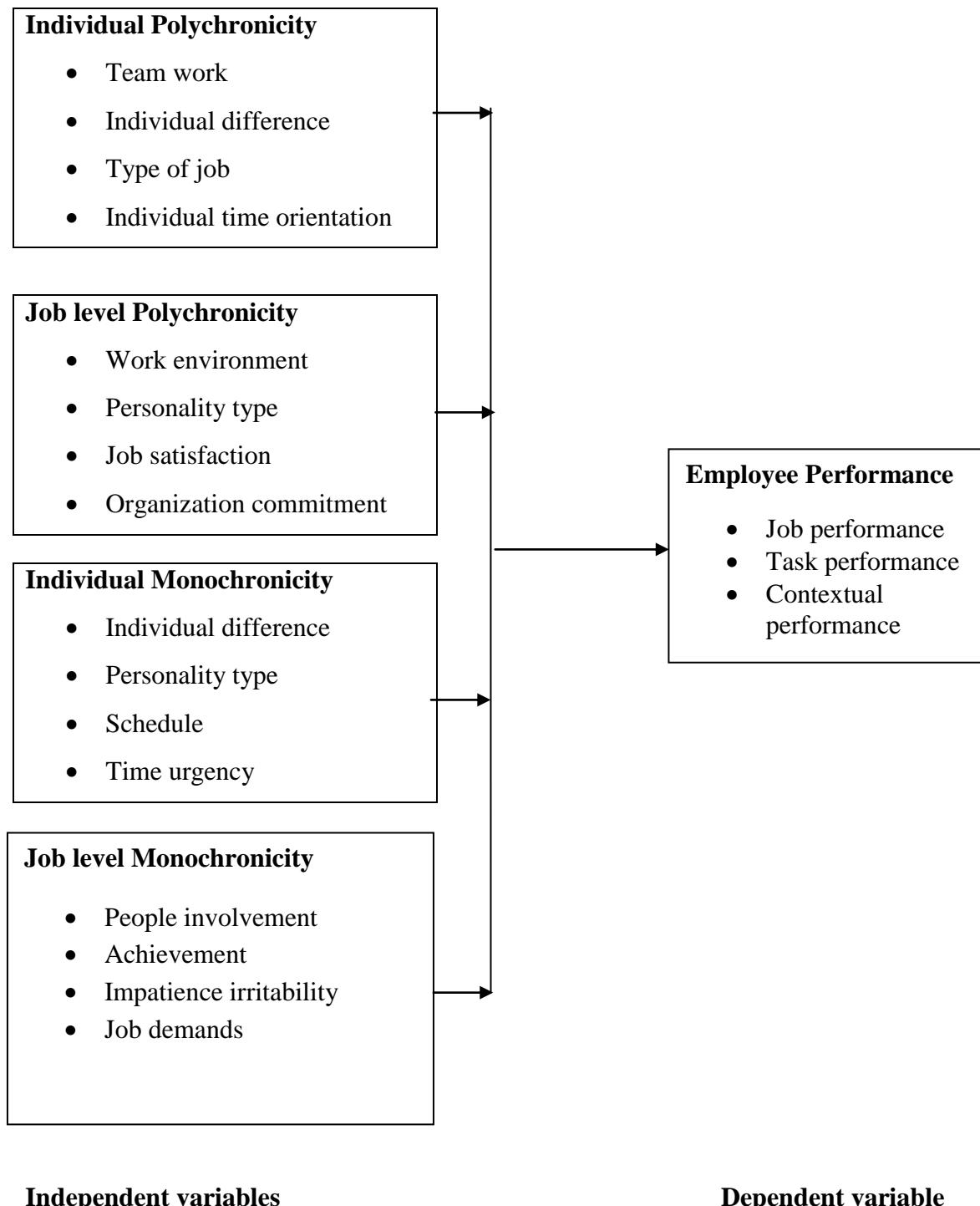


Figure 2.1 Conceptual Framework

2.4 Empirical Literature Review

The empirical evidences on the relationship between workplace chronemic culture and its effect on employee performance are discussed per each variable of the study. Literature reviews are designed to provide an overview of sources while researching a particular topic and to demonstrate to readers how the research fits into the larger field of study (Creswell, 2003)

2.4.1 Chronemic Work Culture

Chronemics is the study of how time is used in communication. Time can be used as a communication tool in many ways, from punctuality, to expectations around waiting and response time, to general principles around time management. Love (2008) defines chronemics as the study of the use of time in nonverbal communication. Stone (2005) describes chronemics as the way that an individual perceives and values time, structures time and reacts to time frames communication. Across cultures, time perception plays a large role in the nonverbal communication process.

The way different cultures perceive time can influence communication (Love, 2008). The construct creates a distinction between two different ways people view and organize time. According to Conte *et al.* (1999), those who prefer to work on one task at a time are considered monochronic, and those who prefer to work on multiple tasks at once are considered polychromic. This distinction is applicable at a cultural level and at an individual level such as a work team.

Employees generally demonstrate different degrees of polychronic behaviors, falling along a continuum with monochronic tendencies on one end and polychronic tendencies on the other (Bluedorn & Kaufma, 1992; Conte & Jacobs, 2003). According to Hall (2003), monochromic societies are ones that are time-bound. Monochronicity refers to the tendency to regulate work related events around the clock. People in monochronic societies speak of time as being wasted, saved or spent. They dominate the official worlds of business, government, the professions, entertainment, and sports (Lindsay, 2008). According to Yan (2005), time use is an important issue in employee chronicity as an individual factor which relates to multiple tasks behavior and performance.

Monochronic time co-exists with polychronic time, which is less linear and less tangible. According to Donohue and Cooper (2007) time is experienced as a point at which relationships, social interactions or events converge. Polychronic people stress the involvement of people and the completion of tasks, transactions or conversations only when the time is right, rather than by a strict adherence to pre-set schedules or clock time. This often involves doing many things at once, with multiple tasks, responsibilities and ties to other people. Polychronic people are good at teamwork and are able to cope with work place related stress. Purcell *et al.* (2009) describes monochronic time as more private, reserved and likely to meet timelines. Time is a valuable influence to consider, particularly since employees may use different approaches to managing their time during

the normal course of work, and this dynamic could potentially affect employees' productivity and satisfaction, (Cecil, 2005).

Certain occupations attract different individuals. According to Slocombe (1999), individual differences in time personality play a role in attraction to certain occupations in support of person-environment fit theory such as mechanistic organizations with highly scheduled time, will attract monochronics employees, whereas organic organizations with highly flexible, polychronic jobs will attract a different type of time oriented employees. In polychromic cultures, time is abstract, construed by the natural inception and conclusion of life events rather than preset schedules. Emphasis is placed on personal relationships and involvement with people (Lee, 2005).

There are different constructs of polychronicity. Bluedorn, (2002) suggests that not only is there an individual-level polychronicity that must be considered, there is also a job level of polychronicity. He states that there are some jobs that have more of a monochronic orientation and some that have a polychronic orientation. Therefore, the construct of polychronicity has several factors that must be considered (referred to from here on as individual level polychronicity and job level polychronicity) to appropriately understand what form of polychronicity is being referred to. The more an individual divides his or her attention on carrying out many tasks at a time, the more polychronic that person's behavior is (Threnou *et al.*, 2007).

2.4.2 Employee Performance

An organization's success depends on its employees' performance. Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. According to Anitha (2014) employee performance is the job related activities expected of a worker and how well those activities are executed. Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Cook, 2008). Employee job performance is of interest to organizations because of the importance of high productivity in the workplace (Rahil *et al.*, 2015).

High employee performance is an indicator that the organization goals have been met. Performance definitions should focus on behaviors rather than outcomes Cook (2008) because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed. Performance is not the consequence of behaviors, but rather the behaviors themselves. In other words, performance consists of the behaviors that employees actually engage in which can be observed (Poropat, 2002; Gruman & Saks, 2011)

Job performance has become one of the significant indicators used in measuring employee performance in many studies (Spencer & Spencer, 2008). Performance is oftentimes determined by financial figures, but can also be measured through the combination of expected behavior and task-related aspects (Johanim, 2010).

Performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Balkin & Cardy, 2007). Job performance is a multi-dimensional construct. Two aspects of performance-related behaviors that are increasingly important in today's work organization are proactive behavior and creativity (Griffin *et al.*, 2007). Researchers have argued that daily variations in performance levels are substantial and meaningful, (MacDermid, 2005).

Distinction is made between in role and extra role performance .Extra role performance is also conceptualized as organizational citizenship behaviors .Extra-role performance behaviours are certain behaviours of employees, which are not part of their formal job requirements as they cannot be prescribed or required in advance for a given job but they help in the smooth functioning of the organization as a social system (Jahangir, 2004).Based on this, Borman *et al.*(2011) suggested that employee performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organization's technical core. Contextual performance comprises organizational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core (Rotundo, 2002). Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs.

Individual time management decisions are motivated by several factors. Recent studies have analysed factors such as 'personality type' to view the motivation of individuals in

their time management decisions (Frederick, 2002; DeShon 2007). Francis-Smythe (1998) introduced a five scale factor of ‘time personality’ including punctuality, polychronicity, planning and impatience. They found that people who needed to exert higher levels of control in the work environment also scored highly on their scale as good time managers (Claessens *et al.*, 2007). Other studies have focused on individuals preferences for ‘discounted utility’ which refers to one’s preference in receiving a lesser reward sooner rather than waiting and receiving a greater reward later (König & Kleinmann, 2007).

Agreeableness is a personality trait manifesting itself in individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate. Agreeable individuals tend to get along well with others and form satisfying interpersonal relationships (Goldberg, 1990). These relationships in the workplace could lead to higher levels of overall satisfaction for employees. As with extraversion, agreeableness would be most likely to affect performance in jobs that are people oriented (Hurtz & Donovan, 2000). Polychronic cultures are taken to be more agreeable and friendly. Friendliness and the ability to cooperate with others, both of which are characteristic of agreeable people, would lead to better performance when interacting with others.

2.4.3 Individual Level Chronicity

Several studies have been conducted to determine the validity of chronicity as a personality construct. Poposki (2009) provided construct validity evidence of individual

level (as opposed to cultural-level) chronicity. The researchers provided convergent and discriminant validity for the construct by using participants and their peers who are polychromic and have known each other for more than a year. Positive significant correlations were found between participants and peer raters on polychronicity agreement as well as two potentially related Type A behavior pattern subcomponents (achievement striving and impatience/irritability).

Correlations between these two Types A behavior pattern subcomponents and polychronicity provided discriminant validity. Conte et al. (1999) provided further evidence of construct validity for polychronicity by correlating it with potentially related dimensions of time urgency, such as preference for organization, general hurry, time awareness, and scheduling. Conte and Jacobs (2003) determined that polychronicity accounts for unique variance beyond other personality constructs such as the Big-5, cognitive ability, and Type A behavior pattern subcomponents. Conte and Jacobs (2003) also confirmed Bluedorn's (2002) finding that polychronicity is a stable personality construct through significant test-retest reliability results.

Different organizations face unique sets of demands Poposki and Olswaide (2010) asserts that if internal and external demands present within an organization require multitasking behavior from employees in order to sustain organizational viability, and if different organizations face unique sets of demands, then the levels of both individual polychronicity and multitasking across organizations should differ significantly .In addition to the influence of required multitasking behavior on polychronicity, several

researchers have reported significant correlations between polychronicity and the Big Five personality traits. Yan (2005) in his study found out that individual behavior in multiple scenarios might be influenced by the concept of time since tasks are described as continuously in time.

2.4.4 Job Level Chronicity

Studies from polychronecity indicate that polychrons can cope with doing many things at once with ease as long as they are not overloaded with seemingly unattainable goals or targets (Kaufman *et al.*, 1991). In general, research findings show that individuals high in polychronicity are calm in the face of stress, enthusiastic, sociable, and trusting (Kantrowitz *et al.*, 2012). The idea that stress brought upon by an unfamiliar or uncomfortable situation may impact one's performance in a multitasking situation was discussed by Delbridge (2000) and Kinney (2009) in terms of stress tolerance. The researchers both indicated that the literature on stress shows that stress tolerant individuals can better manage the feeling of urgency due to the time pressures experienced in a multitasking situation. Theoretically, based on Kaufman-Scarborough and Lindquist's (1999) research, it seems that people who prefer to multitask such as polychronics would experience less stress than those that do not prefer to multitask such as monochronics, and considering the literature on stress tolerance, this reduced amount of stress should lead to better performance.

The concept of wellbeing is related to individual job satisfaction, organization commitment and performance (Hosesie *et al.*, 2006). Research findings from (Purcell *et*

al., 2009) indicate that when job satisfaction is high, organization commitment is also high. For polychrons, this relationship was stronger than that of monocrons. When organization commitment is high intention to turnover was found to be low. This proposition supported that two core criteria indicate organization wellbeing 1) Low employee turnover and 2)high employee performance (Page & Vella, 2009).The findings from this study also fit with those of Slocombe & Bluedorn (2004) who found out that the degree of fit or congruence between preferred polychronicity and experienced work unit. Polychronics was positively related to three components of organization commitment; willingness to exert effort, belief in acceptance of organization goals and fairness of performance evaluation. It was found that the happier a worker is in the place of work, the higher the levels of wellbeing and the lower the stress level.

Personal congruence between preferred polychronicity and experience levels of polychronicity in the job may affect attitude towards commitment to organizational goals, Waller (2010) .Monochronicity indicated that when job satisfaction is low their relationship with stress was high. For the polychronimic the relationship was not as low as for the monochronicity even when job satisfaction was low. Monochrons feel frustrated working and being interrupted and overloaded. They prefer to arrange interruptions (Pardon & Kaufmann, 2010). Studies indicate that both mononochrons/polychrons can achieve well and their goal congruence increased when left to work in their preferred manner. Love (2008) found out that polychromic

individuals working under an identical time pressured situation may exhibit very different time behaviours from one another, their time orientation behavior can affect subsequent group timing.

2.4.5 Work Environment and Chronemics

Existing work indicates that work environment may reliably predict individuals' polychronicity levels; work environment and personality (Yan, 2005). In order to reach sufficient performance levels in a given work environment, individuals may be required to multitask, and those successful individuals who are selected into such environments may be likely to develop a preference for multitasking, thus increasing their levels of polychronicity (Conte & Ratnesshwar, 2008). This argument rests on two assumptions. The first assumption is that work environments differ in the required amount of multitasking, and the second assumption is that being driven or required to work in a multitasking way leads to developing a preference for multitasking such as polychronicity. Support for the first assumption can be derived from studies of interruptions as triggers of multitasking (González & Mark, 2005).

In particular, Oshagbemi's review shows that interruptions characterize some but not all work environments, suggesting that there may be a substantial amount of variance in interruptions and consequent multitasking across work contexts. Support for the second assumption comes from cognitive dissonance theory Festinger (1957), which predicts that people experience discomfort when they engage in behaviors that conflict with one's beliefs or preferences. This discomfort can be reduced by modifying the

preferences. In this case, this means that a person who is forced to work in a multitasking environment but who would prefer not to do so may change his or her preference, becoming more polychronic (Conte *et al.*, 2003). However, this idea rests on the assumption that polychronicity can change something not all polychronicity researchers believe, Cotte and Ratneshwar (1999) and which may be in conflict with the fairly high re-test reliabilities for polychronicity (Conte & Jacobs, 2003; Bluedorn, 2007).

Empirically, the study by Hecht and Allen (2005) supports the view that the environment plays an important role in influencing polychronicity. The largest significant correlation between polychronicity and any other construct in their field study was between polychronicity and polychronicity supplies. It is important to find congruity in polychronicity between an individual and his or her environment because it can have implications on production, effectiveness and efficiency (Kaufman *et al.*, 1999).

Sanderson (2012) in her thesis, Time Orientation in Organizations, carried out a study to investigate the internal structure of polychronicity and its external correlates in a sample of students. The results converge to support a one-factor model and found measures of polychronicity to be significantly related to extraversion, agreeableness, and openness to experience. Another study on examining the relationship between polychronicity and the Big Five factors of personality revealed a significant relationship between extraversion and openness to experience. Studies on time orientation in organizations polychronicity

and multitasking were carried out by Sanderson (2012) .The results were that Polychronicity and multitasking ability proved to be distinct constructs demonstrating differential relationships with cognitive ability, personality, and performance. Results provided support for multitasking performance as a mediator in the relationship between multitasking ability and overall job performance.

Research carried out by Oswald *et al.* (2007) on the effect of multitasking on performance, found out that individuals can react very differently in the face of multitasking demands, such that some may perceive the situation as interesting and exciting, while others may perceive the same situation as threatening and stressful. The degree of performance decrement varies across individuals. Studies by Sanderson, (2012); Slocomb and Bluedorn, (1999) on perceived fit between individual polychronicity and time oriented expectations found out that the greater the perceived fit, the greater the employee's organizational commitment. When polychronicity is high, organization commitment is also high but when monochronicity is high the lower the organization commitment. Arndt et al. (2006) found the perceived fit of polychronicity between the individual and the organization to be related to job satisfaction.

Multitasking is when an employee performs two tasks simultaneously, switches from one task to another or performs two or more tasks in rapid succession. Studies done by Conte and Jacobs (2003), shows the preference for multitasking, polychronicity, is thought to be a stable trait persisting over time. Existing research has linked polychronicity to a variety of differences in personality, (Conte & Gintoft, 2005; Beatty

& Wolf, 2012). Goldberg (1990) conducted a research examining the relationship between polychronicity and personality .The findings show that polychronicity is related to a variety of non-cognitive predictors, including some dimensions of the Big Five conceptualization of personality. The Big Five factors of personality provide an integrative framework for the measurement of personality encompassing many facets of personality, Lindsay (2008), in her study on the impact of polychronicity on leader-member exchange and outcome behaviors, examined how the temporal factor of polychronicity influences the Leader Member Exchange (LMX) relationship as well as the implications for individual and organizational outcomes. This study found that polychronicity was related to positive extra role behaviors but not negative extra role behaviors.

There exist a perceived fit between an individual and an organization. Arndt *et al.* (2006) carried out a study on perceived fit of polychronicity between the individual and the organization .They found the perceived fit to be related to job satisfaction. It is thought that to the extent possible, individuals manage workloads and seek work environments in accordance with their preferences for polychronicity (Conte *et al.*, 1999). Monari (2014), in his study the influence of time management tendencies on the relationship between employee empowerment and organizational performance ,found out that the following dimensions of empowerment: employee juggles several activities and employee manages to do many things in a short time are significantly correlated

with customer satisfaction, while employee believes that people should be given several tasks to perform at the same time is significantly correlated with service quality.

The study further cites (Canella *et al.*, 2009) who states that Monochronic tendencies were found to be positively and significantly correlated with organizational performance. Thus, when employees are allowed to complete an entire project every day rather than parts of it, and when employees' preference to do one thing at a time is supported, there is a positive correlation with customer satisfaction, rate of innovation, and employee satisfaction. The study found that, under the polychronic orientation, employees' juggling of several activities and their ability to do many things in a short time has positive and significant correlation with customer satisfaction.

Polychronicity influences performance. Early studies conducted by Taylor (1984) on polychronicity and performance found out that polychronicity have significant relationship with job performance. He described work situations in which polychronic preferences and behaviors would be positively associated with effective job performances. McCollum and Conte *et al.* (1999) also in a similar study described polychronicity as being associated with performance in college students. Thus, polychronicity is likely to be positively associated with performance (Conte *et al.*, 1999). Studies conducted by Francis-Smythe and Robertson,(1999) provides evidence of significant differences in time personality across occupations, suggesting that individual differences in time personality play a role in attraction to certain occupations in support of person-environment fit theory such as mechanistic organizations with

highly scheduled, monochronic jobs will attract a certain type of time oriented employees, whereas organic organizations with highly flexible, polychronic jobs will attract a different type of time oriented employees. Existing research by Kantrowitz et al. (2012) found polychronicity to be related to measures of many aspects of personality including the Big Five. In general, research findings show that individuals high in polychronicity are calm in the face of stress, enthusiastic, sociable, and trusting (Kantrowitz *et al.*, 2012).

In his earlier studies of cultures in diverse societies, anthropologist Hall (1987) identified patterns of behavior that were common to several cultures. He developed a framework for analysis unified around the notions of high and low context cultures within which a continuum of cultural characteristics could be described. Behavioral patterns were observed, identified, and summarized into sets of expectations for the use of time, space, friendship, material things, and social relationships. As part of that framework, time was conceptualized as a “silent language ‘communicating meaning and ordering activities.

Using polynomial regression analysis and response surface methodology (Edwards, 2002) found that the fit between the polychronicity of team members was significantly related to self-reported performance as well as organizational commitment. Madjar and Oldham (2006) found that individuals with high levels of polychronicity generated more ideas when required to rotate through three tasks as compared to working sequentially

on the three tasks. The opposite was true for more monochronic people, who generated more ideas if they worked sequentially.

Conte and Gintoft (2005) investigated the relationship between polychronicity and individual performance. They found a positive relationship on the team level while other studies found no relationship at all, (Payne & Philo, 2002). There are at least two possible sources of such heterogeneity. Firstly, attributable to different frames of reference and interpretations by participants. Secondly, polychronicity might lead to higher levels of individual performance, but only for those individuals whose polychronicity levels fit the environment or job.

2.5 Critique of Literature Review

The previous studies done in the past on the same area mainly concentrated on generalization of polychronicity and individual performance in organizations without specifying the level of polychronicity or monochronicity. The focus on most studies is on polychronicity. Studies conducted on monochronicity are scant and where available is only on comparison to polychronicity. Studies on relationship between work chronemics and employee performance is also very scant. Most studies conducted on chronemic cultures are ancient such as Hall (1959), Strodtbeck (1961), Hofstede (1980) and Turner (1993) whereas recent works are important in research to enable to resolve emergent issues. Most of the current researches have concentrated on reviewing those ancient works and comparing emerging definitions of polychronicity.

Emerging field of human resources management on chronemic cultures suffers from lack of unity in theory and inconsistency in research methodology hence has led to many opposing findings and rich competing theoretical perspectives. Recently efforts have been made by human resources management theorists to try to establish a causal link between polychronic cultures and performance (Monari, 2014).

Research has shown that a company emphasizes performance when a substantial portion of its employees pay is tied to individual or group contributions and the amount received can vary significantly from one person or group to another (Gomez-Meija *et al.*, 2008). According to Barney (2000) firms that use resources and capabilities to exploit opportunities and neutralize threats will see an increase in their net revenues or a decrease in their net costs or both and vice versa. In general there is a positive relationship between temporal time management, work environmental conditions, and employee performance. However not much research has been done in the work chronemics cultures. This study, therefore seeks to establish the relationship between workplace chronemic culture and employee performance among the Service State Corporations in Kenya.

2.6 Summary of Literature Review and Research Gap

From the literature reviews done was found out that employees' chronicity affects their performance. An employee's temporal time is significantly related to extraversion, agreeableness, and openness to experience. Polychronicity and monochronicity ability

are distinct constructs demonstrating differential relationships with cognitive ability, personality, and performance and individuals can react very differently in the face of multitasking demands, such that some may perceive the situation as interesting and exciting, while others may perceive the same situation as threatening and stressful. An employee will perform optimally when exposed to their preferred chronicity.

Previous studies did not examine the influence of major factors in the link between workplace chronemics and employee performance. Conte and Jacobs (2003) focused on the preference for multitasking, polychronicity, which is thought to be a stable trait persisting over time. This represented one aspect of factors that influence workplace chronemic cultures leaving a gap to be pursued by other scholars. Monari, (2014) in his study the influence of time management tendencies on the relationship between employee empowerment and organizational performance found that the Monochronic tendencies were positively and significantly correlated with organizational performance but did not directly scan the other factors that affect work chronemics such as individual level polychronemics/monochronemics and job level polychronemic/monochronemic that affect employee performance. Taylor (1984) studied work situations in which polychronic preferences and behaviors are likely to be positively associated with effective job performance in Europe which is not applicable in African context. Conte and Gintoft (2005) investigated the relationship between polychronicity and individual performance. Those researchers only focused on polychronicity and left out monochronicity.

Lindsay (2008) examined how the temporal factor of polychronicity influences the Leader Member Exchange(LMX) relationship as well as the implications for individual and organizational outcomes .This study found that polychronicity was related to positive extra role behaviors (citizenship behaviors) but not negative extra role behaviors (counterproductive behaviors). In addition, a match between how the individual prefers to do work and how the job requires them to work was related to more citizenship behaviors and lower intentions to turnover. This research did not at all mention employee monochronicity. It is a fact that in every organizations there are both monochronic and polychronic employees. Overall, the studies carried out on chronicity are not conclusive as they focus on only one dimension of work cultures. Studies on relationontships between work chronemics and performance are scant. In view of the above illuminated gaps, this study will attempt to investigate the relationship between workplace chronemics and employee performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages, methods and procedures that were followed in executing the study, thereby satisfying the study objectives. It aimed at providing a background and justification to the study design and methodology. This study aimed to investigate the workplace chronemic culture and employee performance in Kenya Service State Corporations, focusing on individual and job level polychronicity and monochronicity.

3.2 Research Design

The study was anchored on positivism philosophy which also shaped the research design. A research philosophy outlines the way data of a certain phenomenon should be gathered and analyzed (Saunders, Lewis & Thornhill, 2007). According to Saunders *et al.* (2007) positivism research philosophy reflects the belief that reality is stable. This reality can be observed and described from an objective viewpoint without necessarily interfering with the phenomenon itself (Thornhill, 2007). Hypothesis developed from existing theories can be tested by measuring observable social realities, thus positivism is derived from natural sciences. Based on previously observed, explained realities and their interrelationships, it is then possible under positivism research philosophy to make predictions. Hatch and Culiffe (2006) asserts that positivism research philosophy can be

used to investigate what precisely happens in organizations through scientific measurement of people and system behaviours. The choice of research philosophy is based on the hypothesis that the researcher wants to test. In this regard, the positivist philosophy best fitted the objectives. Under this philosophy, it is possible to test hypothesis and generalize the findings (Okoli, 2010). However, to test the hypothesis, there is need to translate the underlying concepts into measurable forms (Saunders *et al.*, 2007).

Based on this philosophy, this study adopted an explanatory research design. Lesage (2009) defines a research design as a presentation of the plan, structure, or strategy of investigation, which seeks to obtain or answer various research questions. Explanatory research is concerned with answering why and how questions to establish the truth. It is directed towards exploring the relationships between concepts and phenomena and explaining the causality and/or interdependency between these (Riley *et al.*, 2001). It develops explanations about why certain phenomena occur and how solutions can be found. Answering the 'why' questions involves developing causal explanations.

According to Maxwell and Mittapalli (2008) explanatory research implies that the research in question is intended to explain, rather than simply to describe, the phenomena studied. This approach yields data that is used to examine relationships and dispositions as well as describe patterns of relationships before making causal inference (Nachmias & Nachmias, 2002). Inferential statistical analysis was used to organize, describe and summarize data collected. The advantage of using the explanatory

approach is that it allows the researcher to carry out the study in the natural and real life setting.

3.3 Population

Lumley (1994) defines populations as a larger collection of all subjects from where a sample is drawn. It refers to an entire group of individuals, events or objects having common observable characteristic (Mugenda & Mugenda, 2006). Cooper and Schindler (2008) observe that a population is the total collection of elements about which one wants to make inferences. A similar view is expressed by Kothari (2006) when he defines a population as the study's universe.

Target population refers to the entire group of objects of interest from whom the researcher seeks to obtain the relevant information for the study (Cooper & Schindler, 2011; Kothari, 2011; Oso & Onen 2011; Kombo & Tromp, 2011) contend that a population of study should possess characteristic that meet a researcher's study interests. The target populations of this study was all the employees in the service based State Corporation in Kenya. According to ROK (2015) out of the total newly established State Corporations, 25 of them belong to the service based category. Service oriented category of State Corporations will be of interest to this study since globally, organizations in service sectors take issues of performance of employees more seriously than others. According to study by William (2012) organizations in the State Service Sector are more sensitive to employee performance management by 60% than organizations in non-service based State Corporations. Thus, since this study focuses on employee

performance, the service based State Corporations will be best placed to give relevant information than the rest of the Corporations in other categories.

The unit of analysis of this study will be Service State Corporations which are 25 in total while the unit of observation will be the employees of the these Service Corporations. According to the inspector of state corporations (2015), the total number of the employees in the Service State Corporation are 15, 850. The list that contains the names of the employees was sourced from the respective 25 unit of analysis and this was considered as the sampling frame for this study.

3.4 Sample size and Sampling Technique

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda & Mugenda, 1999).A sample is important in research since it is a representative of the whole population. Each member or case in the sample is referred to as subject, respondent, or interviewees. The size of a sample depends on the size of the population. Since the corporations in service sector are only 25, all the 25 corporations were selected. This implies a census of all the unit of analysis. However, as indicated in the sampling frame the 25 corporations in the service sector comprised of a total of 15850 employees which formed a unit of observation. Only 375 employees were selected out of 15850 using the Krejciec and Morgan (1970) table of sample size. According to Krejciec and Morgan, a sample of 375 objects or subjects corresponds with a total population of 15,850, which is regarded as adequate.

When a sample size is established, the most critical thing to be considered next is the sampling technique. Sampling is a procedure, process or technique of choosing a subgroup from a population to participate in a study (Ogola, 2005). It is the process of selecting a number of individuals for study in such a way that the individuals selected represent the larger group from which they were selected from. Further, work culture, which was the central variable of this study is a phenomenon which is universal to all the employees and therefore assumed to be homogeneous among the study population.

In view of this, the study adopted a simple random sampling technique for the unit of observation. According to Mugenda and Mugenda, (2003), Simple random sampling allows generalizability to a larger population with statistically determinable margin of error and allows use of inferential statistics. Thus each employee in the Service based State Corporations was assigned a unique number in the sampling frame and a table of random numbers was used to assist in selecting a sample size of 375 respondents from the State Service Corporations.

3.5 Data Collection Method

The study collected both primary and secondary data. For primary data, self-administered questionnaire were used. According to Krishnaswamy *et al.* (2006) a questionnaire is good because of its standardized and impersonal format which has uniformity making it possible to obtain data objectively; information on facts, attitudes, motivation and knowledge can be obtained easily. The preference for the questionnaire

is based on the premise that it gives respondents freedom to express their views or opinions more objectively. (Cooper & Schindler, 2006).

Likert scale was used. Specifically, an ordinal psychometric measurement of attitudes, beliefs, and opinions as recommended by LaMarca (2011) for such studies as chronemic cultures which included Inventory of Polychronic Values (IPV) and Inventory of Monochronic Values (IMV) models. Likert scale does not force the participant to take a staunch stand on a particular topic, but allows them to respond in a degree of agreement making question answering easier on the respondent. Also, the responses presented accommodate neutral or undecided feelings of participants. A seven-scale likert was used to measure employee performance.

3.6 Pilot Study

According to Hundley (2002) a pilot study, is a small scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events, and effect size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale study. Pretesting was done to refine the questionnaire, assess the response time and to test the instrument for reliability using the Cronbach Alpha test of reliability. Alpha (Cronbach) is a model of internal consistency, based on the average inter-item correlation or which is usually interpreted as the mean of all possible split-half coefficients (Cortina, 1993). Validity indicates the degree to which

the instrument measures the constructs under investigation (Mugenda & Mugenda, 1999).

The research questionnaire was pretested in one of the Service State Corporations that was conveniently sampled. The organization was convenient because it is geographically close to the researcher. The face, construct and content validity of the instruments was checked as well, by noting items in the questionnaire that the respondents might find difficult. Pretesting, thus, allowed the revision of instruments based on the outcomes. The pretesting organization was not included in the study. Data collected was cleaned, arranged, coded, and entered into the database. It was analyzed by use of descriptive and inferential statistics using the Statistical Package for Social Sciences (SPSS) version 12 and Microsoft Excel computer packages as tools for data analysis. Data collected through questionnaires was analyzed quantitatively.

An instrument is valid if it measures what it is intended to measure and accurately achieves the purpose for which it is designed for (Patten, 2004; Wallen & Fraenkel, 2001). Validity involves the appropriateness, meaningfulness, and usefulness of inferences made by the researcher on the basis of the data collected (Wallen & Fraenkel, 2001). Cronbach's coefficient alpha was used to determine the internal reliability of the instrument. The survey instrument was tested in its entirety, and the subscales of the instrument were tested independently.

3.7 Data Analysis and Presentation

The study generated both qualitative and quantitative data. Data was cleaned, arranged, coded, checked for completeness and entered into the database. Data was analysed descriptively using Measure of Central Tendencies and dispersion and inferentially using Multiple Regression Model. A requisite test to determine the suitability of the data for further inferential test was done using sampling adequacy test and autocorrelation test. This helped to show whether the data fulfils the concept of Multiple Regression model.

The Multiple regression models were used to establish the significant influence of the independent variables on the dependent variable using the following model as shown below:

$$Y = B_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + E,$$

Where:

Y =Employee Performance,

X_1 =Individual Level Polychronicity,

X_2 =Job level Polychronicity,

X_3 =Individual Level Monochronicity,

X_4 =Job level Monochronicity,

E = error term.

Multiple regression model is a statistical tool that allows one to examine how multiple independent variables are related to a dependent variable. Once its identified how these

multiple variables relate to the dependent variable, one can take information about all of the independent variables and use it to make much more powerful and accurate predictions (Higgins,2005).Multiple regression mode was used because they establish the relationship between the independent and dependent variables and they are also ideal for prediction and estimation (McClave *et al.*, 2001).They are also used when the study has more than one independent variable. The data was presented using frequency tables of percentage counts and various figures.

According to Sekaran (2006) the objectives of analyzing data are getting a feel of the data, testing the goodness of data and testing the hypothesis developed for the research. The feel of the data gives preliminary ideas of how good the scales are, how well the coding and entering of data will have been done. Testing of the goodness of data was accomplished by submitting the data for factor analysis, obtaining the Cronbach's alpha reliability of the measure as Miles and Huberman's (1994) framework for qualitative data analysis comprising of data reduction, data display and conclusion drawing and verification.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the results of the primary data which was collected through the use of closed ended questionnaires. Both descriptive and inferential statistics were used to analyse the data. The results were analysed from response rate, back ground information, individual level monochronicity, individual level polychronicity, job level monochronicity, job level polychronicity and general employee performance. Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Field, 2006). Correlation analysis to show the strength of the relationship between job performance and individual level of monochronicity, job level monochronicity, job level polychronicity and individual level polochronicity were conducted. Regression analysis was run to show the nature of the relationship between employee performance and the independent variables.

4.2 Response Rate

The data was collected from the service state corporations in Kenya. Out of 375 questionnaires which were issued, 342 were correctly filled and returned thus they formed a response rate of 91.2%. The response rate was appropriate since according to Kothari (2007) a response rate of more than 70% is appropriate for analysis as shown in Table 4.1. This was a very important profile distribution for this study since the respondents were the right people with adequate information relevant to this study hence

best placed to give the appropriate responses. According to Mugenda and Mugenda (2003) a response rate of more than 10% of the sample is adequate for data analysis. Cooper and Schindler (2003) also argues that a response rate exceeding 30% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population. This also meets the acceptable response rate, 40%, as suggested by Sekaran (2000).

Table 4.1: Response Rate

Sample Size	Number	Percentage
Correctly filled	342	91.2
Not returned	33	8.8
Total	375	100

4.3 Validity and Reliability Test (Results of Piloting Test)

4.3.1 Validity Test

Content validity refers to what the test actually measures and requires the use of recognized subject matter experts to evaluate whether test items assess defined content (Bryman & Bell, 2007). Content validity was achieved by subjecting the data collection instruments to an evaluation by a group of four Human Resource experts who provided their comments on the relevance of each item on the instruments. The experts were required to indicate whether the items were relevant or not. The results of their responses were analyzed to establish the percentage representation using the content validity index. The content Validity formula by Amin (2005) was used in line with other previous

studies (Cull, Demirguc-Kunt, & Morduch, 2007; Lefort & Urzua, 2008). The formula is; *Content Validity Index = (No. of judges declaring item valid) / (Total No. of items)*. Results from Table 4.2, shows that the test yielded an average validity index score of 89%. This implied that the instrument was valid as emphasized by (Amin, 2005).

Table 4. 1: Content Validity Index

RATER	TOTAL ITEMS	VALID ITEMS	FRACTION
1	68	61	0.89705882
2	68	64	0.94117647
3	68	61	0.89705882
4	68	57	0.83823529
Average			0.89338235

4.3.2 Reliability Test

Reliability refers to the extent to which data collection techniques and analysis procedures will yield similar findings to those of prior researchers. Measurement of reliability provides consistency in the measurement of variables. Internal consistency reliability is the most commonly used psychometric measure assessing survey instruments and skills (Zhang, Waszink, & Wijngaard, 2000). Cronbach Alpha is the basic formula for determining reliability based on internal consistency (Kim & Cha, 2002). In this study, constructs were tested for internal consistency reliability using Cronbach Alpha coefficient with the aid of SPSS software. According to George and Mallery (2003), Cronbach Alpha value greater than 0.7 is regarded as satisfactory for reliability assessment. As shown in Table 4.3. Cronbach alpha values for all the

variables; individual level monochronicity, job level monochronicity, individual level polychronicity, job level polychronicity and employee performance were greater than 0.7. From these findings it can be concluded that the constructs measured had the adequate reliability for the subsequent stages of analysis since all the Cronbach Alpha values were greater than 0.7.

Table 4. 2: Reliability Analysis

Variables	Number of items	Cronbach Alpha
Individual Level Polychronicity (ILP)	12	0.833
Job Level Polychronicity (JLP)	12	0.710
Individual Level Monochronicity (ILM)	12	0.783
Job Level Monochronicity (JLM)	12	0.701
Employee Performance (EP)	20	0.845

According to Nunnally (1978) and Malhorta (2004) the standard minimum value is $\alpha = 0.7$. This is also supported by Zinbarg (2005) who states that an alpha coefficients higher than 0.70 indicates that the gathered data have a relatively high internal consistency and could be generalized to reflect the opinion of the respondents in the target population. From the results shown in table 4.4, which indicates that the instrument returned a highly acceptable score since all of the coefficients, are above 0.70. Thus ILP $\alpha = 0.71$, JLP $\alpha = .833$, ILM $\alpha = 0.783$, JLM $\alpha = 0.701$, are sufficient confirmation of data reliability for the four independent variables.

Table 4. 3: Reliability Analysis for Employee Performance

Reliability	Statistics	Items
Cronbach Alpha 0.896	0.796	10

4.4 Respondents Background Information

4.4.1 Gender Distribution

There was a fair balance of gender participation in the study. The results in table 4.5 shows majority of the respondents (54.1%) were female while (45.9%) of the respondents were male. This is a good distribution which depicts a fair balance of gender. Since majority of the responses for this study relies on the perceptual measures of the respondents, this gender distribution is expected to accommodate the opinions and views from both sides of the gender divide. Nevertheless, the balance in gender in public service may also be an evidence of successful efforts of various gender mainstreaming campaigns.

Table 4. 4: Distribution of Respondents by Gender.

Gender	Percentage
Male	45.9
Female	54.1
Total	100

4.4.2 Working Experience of Respondents

This question sought to investigate the number of years each respondent had worked with the corporation. Findings in Table 4.6 show that majorities, 50.6% of the respondents have a working experience between 2 to 10 years, 34.2% have less than 2 years, 8.8% have between 11 to 20 years and 6.4% have more than 20 year experience. This means that the respondents have adequate working experience with the corporations and therefore possess the necessary knowledge and information which was considered useful for this study.

Table 4. 5: Years of service

Years of Service	Frequency	Percentage
Less than 2 years	117	34.2
2 to 10 years	173	50.6
11 to 20 years	30	8.8
More than 20 years	22	6.4
Total	342	100

4.4.3 Level of Education of Respondents

Respondent's level of education was sought and majority 38.9% of the respondents indicated that they hold at least a college level of education while sizeable 29.5% hold degree level of education, 9.9% possess secondary level of education while 21.6% hold a masters degree as shown on Table 4.7. The profile of the respondents made this a good sample as well- educated respondents have the ability to furnish the study with better information which added value.

Table 4. 6: Level of Education of Respondents

Level of Education	Percentage
KCSE	9.9
Certificate/Diploma	38.9
Degree	29.5
Masters	21.7
Total	100

4.5 Descriptive Analysis of Variables

The purpose of descriptive statistics is to enable the study to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depends on the type of variables in the study and the scale of measurements. The commonly used measures are percentages, mode, mean and median. This study used percentages to present the study findings on factors used in examining the relationship between workplace chronemic cultures and employee performance among the Service state corporations in Kenya.

4.5.1 Descriptive Analysis for Individual Level of Monochronicity

A Lickert scale was used to establish the influence of individual level monochronicity on employee performance among the Service state corporations in Kenya. Respondent's opinion was sought on whether they are committed to their work. 65.2% of the respondents strongly agreed to commitment to work, 15.2% moderately agreed, 7.3%

moderately disagreed, 5.4% slightly agreed, 4.2% slightly disagreed while an equal 2.7% of the respondents strongly disagreed and took a neutral position respectively. The results indicate that employees in the service state corporations are committed to their work. Job commitment is the feeling of responsibility that an employee has towards the mission and goals of an organization. Commitment is the bond employees experience with their organisation.

Employees who are committed to their work generally feel a connection with their organisation, feel that they fit in and understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. The results are in agreement with Waller (2010) who stated that when employees are committed to their job, they will deliver higher levels of performance. Highly committed employees can help an organization achieve much more each year than employees with average or low commitment. This means that employees who are committed to their work perform better than the ones who are not committed. Supervisors in the Service State corporations should devise ways to motivate employees so that they can increase commitment.

An opinion was sought on whether respondents had a clear vision of where the team was going and agreed-upon and understood goals. 33.9% strongly agreed, 30.4% moderately agreed, 19.9% slightly agreed, 5.8% moderately disagreed while 5.6% were neutral and 4.4% slightly disagreed. The results indicate that most employees did not

have a clear vision of where the team was going and agreed-upon and understood goals. A vision is an idealized picture of the future of the business or organization, which in its absence; employees will work blindly especially when they do not understand the organization's goals. This means that managers in the service state corporation should state the organization's mission, vision and goals clearly to ensure employees understand them. This can be achieved by involving employees in the process of goal setting. Helping employees set and reach goals is a critical part of every manager's job. Employees want to see how their work contributes to larger corporate objectives, and understanding their targets makes this connection explicit for them.

The results disagrees with Gruman (2011) who stated that employees in an organization must understand the vision, mission and goals .Cook (2008) who revealed that high employee performance is an indicator that the organization's goals have been properly understood and met. Clegg (2008) study conceptualized polychronicity as an individual level trait because time, like values, is culturally ingrained into our cognitions, and form stable characteristics rather than transitory states. The greater perceived fit between individual polychronicity and time oriented expectations, the greater the employee's organizational commitment. Commitment is achieved through clear communication of goals, mission and vision which in its absence builds up frustrations leading to further diminished employee commitment.

As to whether respondents respect other employee's time, most respondents 56.1% strongly agreed, 23.4% moderately agreed, 11.4% slightly agreed while 6.7% were

neutral and 2.3% strongly disagreed with this statement. Further, on the opinion about whether they regularly set and measure attainment of goals: majority 46.2% moderately agreed, 25.1% strongly agreed, 14.3% slightly agreed, 6.4% were neutral while 4.4% moderately disagreed and 3.5% slightly disagreed with measuring goals attained. The results indicate that employees in the Service State Corporations respect other employee's time set and measure attainment of goals. Sanderson (2012) construct to a multidimensional time personality stated that individual scoring high on this measure of time personality is characterized by being aware of time, governed by deadlines, managed by plans, engaging in many activities at the same time, and is generally respectable of other's time.

This study also sought to find whether respondents work on one task at time despite the workload being heavy where; 59.7% strongly agreed, 19.6% moderately agreed, 3.2% slightly disagreed, 5.5% slightly agreed, 8.8% were neutral, 2% strongly disagreed and 1.2% moderately agreed on one task at a time. The results indicate that most employees are comfortable working on one task at a time despite their workload. Single tasking forces an employee to sustain focus and work through complex problems, reduces stress levels and enables better time management. However, in an organization we have both monochrons who single task and polychrons who juggle tasks and must coexist harmoniously for the sake of organization welfare. The results are in agreement with studies carried by Madjor and Oldham (2006) which states that Monochrons concentrate

on main tasks and are able to achieve a higher performance compared to polychrons. They sequence their tasks in order of priorities.

On question on whether respondent work best under isolation the result showed 28.9% strongly disagreed, 20.8% moderately agreed, 13.5% moderately disagreed, 12.6% strongly agreed. Equally, 11.1% of the respondent slightly agreed and other took a neutral stand respectively while 2% slightly agreed as to best working in isolation. This indicates that most employees dislike working in isolation. Human beings are social beings and hence the need for socialization. The results are in agreement with McClelland's theory of Needs proposed by McClelland (1961) which stated that individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. This means that managers should try as much as possible to meet employees' need for affiliation by allocating tasks which can be performed in teams, pairs or which allow for interactions in general.

Respondents were also asked whether they get stressed when job requires multitasking and 32.5% slightly agreed, 16.1% moderately agreed, 14% moderately disagreed, 12.3% strongly disagreed while an equal 11.4% strongly agreed and slightly disagreed and 2.3% took neutral stand. The results indicate that employees are not stressed by multitasking. So long as the activities are related, multitasking is notably stressing. Different organizations face unique sets of demands. The results are in agreement with Poposki and Oswald (2010) who asserts that if internal and external demands present

within an organization require multitasking behavior from employees in order to sustain organizational viability, and if different organizations face unique sets of demands, then the levels of both individual polychronicity and multitasking across organizations should differ significantly.

Further, Waller *et al.* (1999) found empirical evidence for the presence of time-urgent group members and a higher level of monochronic as opposed to polychronic group behavior, confirming Hall's dimension of promptness or urgency in monochronic time cultures where at times of dire need they could multitask. Polychrons were found to be inclined to multitasking.

An enquiry was made as to whether respondent get stressed when given conflicting job instructions. 36% strongly agreed, 19.3% slightly agreed, 16.7% moderately agreed, 10.8% slightly disagreed, 8.2% strongly disagreed, 7.9% took a neutral stand and 1.2% moderately disagreed. On whether respondent get disorganized when too much is going on, 23.7% strongly disagreed, 20.5% moderately agreed, 14.6% strongly agreed, 13.5% slightly disagreed, 9.9% slightly agreed, 9.1% were neutral and 8.8% moderately disagreed to this statement. The results indicated that respondents are not stressed to a great extent by conflicting job instructions and that they are not much disorganized when too much is going on. Conflict is the simultaneous occurrence of two or more sets of pressures such that compliance with one would make it more difficult complying with the other. Intra sender conflict can be avoided by the supervisor avoiding giving

conflicting instructions. A conflict waste time and is therefore detrimental to employee performance.

This is supported by Love (2008) who asserts that monochrons get stressed when faced with conflicting and multiple job instructions since they prefer to perform one task at a time in a systematic manner. Boghosian (2005) asserts that conflicting instructions is a direct hindrance to performance which may be caused by supervisors giving conflicting or inconsistent instructions. Theoretically, based on Kaufman-Scarborough and Lindquist's (1999) research, it seems that people who prefer to multitask such as polychronics would experience less stress than those that do not prefer to multitask such as monochronics, and considering the literature on stress tolerance, this reduced amount of stress should lead to better performance.

Respondents were asked whether they screen their calls while at work, 26.3% slightly agreed, 17.5% strongly agreed, 15.8% neither agreed nor disagreed, 15.2% strongly disagreed, 12.9% moderately agreed while 9.1% slightly disagreed and 3.2% moderately disagreed. The results indicate that employees are not in favour of screening their calls when at work. This could be an indication of the poor performance in the service state corporations due to the numerous interruptions caused by the unscreened calls. Distractions of a cell phone can affect the employees' work ethic too by changing the way they interact at work due to the distractions of the cell phone and by altering their message contexts, social etiquette, self-impressions, and ways of completing work within a business. The results are in agreement with Wahl and Awan (2014) who asserts

that the mobile phone usage can create disturbance in the work of the employees and also affect their productivity negatively. When an employee receives a call and cell phone rings it will have a negative impact on his productivity whether he receives a call or not. Because the few seconds in which a person decides to pick up a phone call or ignore it are enough to break his concentration and it takes a time to get back to work again. If the employee is in production line then this brief pause of concentration can lead to very negative consequences. The result further corroborates the findings by (Pardon & Kaufmann, 2010) which indicated that monochrons feel frustrated working and being interrupted and overloaded. They prefer to arrange interruptions.

The study further sought to find out whether respondents plan daily activities to know when to perform each activity. 51.8% strongly agreed, 31.3% moderately agreed, 9.1% slightly agreed, 4.4% strongly disagreed while 2.3% moderately disagreed and 1.2% neither agreed nor disagreed. The results indicate that most employees in the state service commission plan their daily activities .Planning is essential regardless of an employee's job role or responsibilities because as a worker one is part of a group or team. This might be a small team of two, or a large team such as a company or an organisation. It is very rare for someone to work completely alone. Even in the most isolated of situations where an employee may be physically alone there is still a work plan, a communication process and an emergency response process. The results are in consistence with the findings of Lindsay (2008) which state that despite polychronic cultures being much less focused on the preciseness of accounting for each and every

moment and carrying several tasks concurrently, they do have an informal schedule though the schedule is not as formal and as strict as the one adopted by their monochronic counterparts. In an organization most employees seem to follow a certain schedule to some extent.

Finally, on whether respondent believe time is money and it should be earned, saved and spent wisely, 71.1% strongly agreed, 12% moderately agreed, 6.7% strongly disagreed, 4.7% slightly agreed and 4.4% neither disagreed and agreed. The results indicate that employees in the service state corporations believe that time is money and it should be earned, saved and spent wisely. This corroborates the findings by Flaskerud and Flaskerud (2013) who stated that Monochronic cultures viewpoint is that schedule is sacred, time is tangible, a commodity where “time is money and can be wasted.” These cultures are committed to regimented schedules and may view those who do not subscribe to the same.

Table 4. 7: Individual Level of Monochronicity

	Strongly disagree	Moderately Disagree	Slightly Disagree	Neither agree nor disagree	5.4	Moderately Agree	Strongly Agree
I am committed to my work	2.7	7.3	4.2	2.3	5.4	15.2	65.2
I have a clear vision of where the team is going and agreed-upon and understood goals	00	5.8	4.4	5.6	19.9	30.4	33.9
I respect other employees time	2.3	00	00	6.7	11.4	23.4	56.1
I regularly set and measure attainment of goals	00	4.4	3.5	6.4	14.3	46.2	25.1
I work on one task at a time no matter how heavy the workload is	2	1.2	3.2	8.8	5.5	19.6	59.7
I work best under isolation	28.9	13.5	2	11.1	11.1	20.8	12.6
I get stressed when a job requires multitasking	12.3	11.4	14	2.3	32.5	16.1	11.4
Conflicting job instructions stress me	8.2	1.2	10.8	7.9	19.3	16.7	36
I usually get disorganized when too much is going on	23.7	8.8	13.5	9.1	9.9	20.5	14.6
I screen my calls while at work	15.2	3.2	9.1	15.8	26.3	12.9	17.5
I like to plan my daily activities so that I know when to perform each activity	4.4	2.3	00	1.2	9.1	31.3	51.8
I believe time is money and it should be earned saved and spent wisely	6.6	1.2	00	4.4	4.7	12	71.1

N=342

4.5.2 Descriptive Analysis for Job Level Monochronicity

The second objective of the study sought to establish the influence of job level monochronicity on employee performance among service state corporations in Kenya. To achieve this, a lickert scale was used. An investigation was done on job performance by establishing whether when too much is going respondent gets disorganized and it was found that 43.3% of the respondents strongly agreed, 30.5% moderately agreed, 8.8% moderate disagreed, 5.4% slightly agreed, 5.1% strongly disagreed, 4.8% slightly disagreed and 2.1% stood neutral. The results indicate that most respondents got disorganized when too much was going on. This means that supervisors in the service state corporation should ensure that they do not crowd employees' schedule to avoid disorganization. Disorganized employee loses track of information causing his performance to decline .This affects the overall organization performance. This is in agreement with Wickens (2002) who stated that concurrent multitasking can result in "confusion of task elements, cooperation between task processes, and competition for task resources. This can be explained by the fact that most African cultures are mostly polychronemic in nature and almost, 99.9% of the respondents are African. Most Africans have also been socialized in this culture.

The question sought to investigate whether crowd make respondents uncomfortable while working, 35.5% strongly agreed, 30.8% moderately agreed, 11.4% slightly agreed, 7.6% moderately disagreed, 7% slightly disagreed, 4.7% remained neutral to this statement while 5% strongly disagreed. These results indicate that crowds do make

respondents uncomfortable to some extent. When people feel crowded they often feel stressed, which influences their satisfaction of the workplace. The perception of space and whether a person feels crowded varies greatly and is influenced by cultural background, individual preferences and gender. Taylor (2001) asserts that lack of personal space, increased density, and inappropriate person-environment fit, and increased number of employees all negatively affect morale and productivity.

Respondents were also asked whether they evaluate their performance at the end of the each day and 55.5% strongly agreed to this, 28.1% moderately agreed, 10 % slightly agreed, 1.5% strongly disagreed while 1.2% moderately disagreed and 2% stood neutral uniformly and with only 1.2% slightly disagreeing. The results indicate that a majority of employees in the service state corporations evaluate their performance by the end of each day. This enables an individual employee realize whether they are meeting the organization's short term goals and if not, carry out the alignment of their goals and the organization's before it is too late. An evaluation's primary goal is to gauge whether an employee is a good fit for that organization. It also serves a larger purpose of helping individuals determine if they have chosen the right career paths and performing as per the organization's expectation. This corroborates with Shields et al., (2015) who asserts that unlike traditional reviews which can minimize an employee's sense of control, self-reviews give employees an opportunity to correct problems in a non-judgmental manner. Instead of simply telling employees what they are not doing right or wrong, a self-review offers an introspective point of view.

Respondents were asked whether they were motivated by achievement of goal .An outstanding majority,73.7% strongly agreed to whether they are motivated by achievement of goal whilst 12% moderately agreed to this, followed by 6.4% for those who slightly agreed, then 3.2% who moderately disagreed, 2.3% slightly disagreed and equally 1.2% strongly disagreeing and stood neutral respectively. The results indicate that employees in the service state corporations are motivated by achievement of goals. Motivation is the driving force behind all the actions of an individual. The influence of an individual's needs and desires both have a strong impact on the direction of their behavior.

Employees who are self-motivated derive satisfaction from their achievement and do not require external force to make them perform. The findings corroborates with those of Brunstein and Maier (2005) who asserted that individuals with strong implicit needs to achieve goals, set higher internal standards, whereas others tend to adhere to the societal norms. These two motives often work together to determine the behavior of the individual in direction and passion. Achievement of goals can affect the way a person performs a task and represent a desire to show competence. Barron *et al.*, (1997) further asserts that motivation has a compelling impact on behavior. Task behaviors are accelerated in the face of a challenge through implicit motivation, making performing a task in the most effective manner the primary goal. A person with a strong implicit drive will get pleasure from achieving a goal, increase the effort and overcome challenges. Angelo (2015) stated that appraisals have a strong motivational impact since they meet

higher psychological needs, build a sense of personal value, enhance personal development, turn-around employees who perform poorly and increase job satisfaction.

The study sought to find out whether the respondents are guided by the clock as they perform their tasks. A majority 50.5% strongly agreed to being guided by the clock as they perform their tasks, 23.7% moderately agreed, 7.5% slightly agreed, 5.8% slightly disagreed, 4.6% moderately disagreed, 4.4% stood neutral, and a few 3.5% strongly disagreed on the clock guiding them as they work. The results indicate that a majority of the employees are guided by clock as they work. Being guided by the clock gives an employee a sense of schedule which comes with entitlement of privileges such as break time, lunchtime and reporting and leaving time. (2001) acknowledges that time is a social construct that varies across cultures; time to an employee is an important aspect. This is in agreement with Hall (1987) earlier studies of cultures in diverse societies, which identified patterns of behaviour that are common to several cultures. He developed a framework for analysis unified around the notions of high and low context cultures within which a continuum of cultural characteristics could be described such as observing formal time such as clock time, informal time such as observing the sun and the moon, days and nights, and seasons.

On question on whether too much instructions make it impossible for one to keep up with things, 31.9% strongly agreed, 18.4% moderately agreed, 13.2% neither agreed nor disagree while 12.3% slightly agreed, 9.1% moderately disagreed, 8.8% slightly disagreed and 6.4% strongly disagreed. The results indicate that too many instructions

did not affect an employee's ability to keep up with the schedule. However, supervisors should avoid giving too many instructions to avoid confusing employees. The results are in line with Madjor and Oldham (2006) findings which stated that individuals with high levels of polychronicity are not deterred by too many instructions and generate more ideas when required to rotate through three tasks as compared to working sequentially on the three tasks. The opposite is true for more monochronic people, who generate more ideas if they work sequentially. It is essential to match people's belief, preference and actions when designing products interfaces and processes for different time orientations.

Further investigation on whether when working on a project, respondents takes one activity at a time, 41.5% strongly agreed, 19.9% moderately agreed, 13.5% slightly agreed, 9.1% slightly disagreed and 2.3% neither agreed nor disagreed. This can be explained by the fact that polychronicity is a continuum ranging from monochromic to polychromic. The results indicate that when working on a project, some respondents take one activity at a time. This means tasks should be handled according to their demands since some tasks will demand multitasking while others will demand single tasking depending on its complexity. There are tasks that will demand multitasking and others single tasking.

This result corroborates the findings reported in a study by Conte and Jacobs (2003) that employees generally demonstrate different degrees of polychronic behaviors, falling along a continuum with monochromic tendencies on one end and polychronic tendencies

on the other. An individual will generally decide on the level of the polychronicity depending on the job demands which increases general performance. This implies that employees should be left to decide how to handle a certain task.

Respondents were asked to give their opinion on whether they usually get irritated when a job demands multitasking. 23.1% strongly disagreed, 21.1% strongly agreed to this opinion, 15.8% moderately disagreed, 15.5% slightly agreed, 13.2% slightly disagreed while 7% moderately agreed and 4.4% were neutral. The results indicate that the respondent's opinion was divided on whether a job demanding multitasking irritated them. One important aspect of multi-tasking jobs is that the majority of the tasks are interrelated so that there is cohesiveness between the multiple tasks. Most of the time, each task is dependent upon the completion of other tasks performed in a set pattern, so that the tasks drive the function of the job. Supervisors should take care to design interrelated task when there is need for multi-tasking.

The results are in agreement with Jacobs (2003) who stated that employees generally demonstrate different degrees of polychronic behaviors, falling along a continuum with monochromic tendencies on one end and polychronic tendencies on the other. On the other hand individuals with high levels of polychronicity generate more ideas when required to rotate through three tasks as compared to working sequentially on the three tasks. The opposite is true for more monochronic people, who generate more ideas if they work sequentially. The results can be explained by the fact that in an organization we have both polychrons and monochrons.

Respondent feeling on whether they prefer to work on their own rather than in team was also sought. Majority 58.7% strongly agreed, 8.7% moderately agreed, 9.1% strongly disagreed, 8.1% showed a moderate disagreement, 2.6% showed slight agreement, and another 4.7% and 8.2% slightly disagreed and remained neutral respectively. The results indicate that employees in the service state corporations prefer to work individually rather than in teams. Working individually makes it easier to concentrate and focus on your goals since you are responsible for their delivery. You get to make your own decisions and get the credit for your achievements. Some of the hesitation regarding working with others may come from negative team dynamics. Regardless of the difficulties that come from working in teams, teamwork is a critical skill all employees will need. Human resource managers in the service state corporations need to train employees on skills such as collaboration and team-building, conflict resolution and team management among others. Carool (2012) asserts that increasing use of teams allows organizations to achieve a higher level of outputs without the need of an increase in the inputs.

Using teams, however, does not guarantee the achievement of high performance. Teams can play a pivotal role in improving the level of success against other organizations but can only do so if they possess the qualities and characteristics for this to be achieved (Pollick, 2012). Success, therefore, depends on the interpersonal dynamics of the members (Rasing, 2010). Monochrons prefer to work on their own while polychrons value social interactions and are good in team work. Nevertheless, there is a group

which is in the middle of the continuum between polychronemic and monochronemic which is in the middle.

Most of the respondent 52.3% strongly agreed that they are motivated by achievements to take upon another task, followed by 19.9% who moderately agreed, 7.9% slightly agreed while 6.4% slightly agreed, 5.8% remained neutral and 5.6% strongly disagreed as well as 2% showed moderate disagreement. The results indicate that employees are motivated by achievement of goals. The importance of motivation and goal setting in an organization cannot be overstated. The setting of goals is important to guide the company and employees toward defined objectives. Motivation is important because it is the psychological catalyst employees and owners require to reach the goal. Without goal setting and the necessary motivation for goal attainment, businesses are without purpose.

McClelland's Human Motivation Theory states that every person has one of three main driving motivators: the needs for achievement, affiliation, or power. These motivators are not inherent; we develop them through our culture and life experiences. The results are also in agreement with Greenberg and Baron (2003) who defines motivation as a set of processes that arouse, direct and maintain human behavior towards attaining some goals. Motivation is concerned with how behaviour gets started, energized, sustained, directed, stopped and what kind of subjective re-action is present in the organisation while this is going on.

On the question whether respondent will work many hours in a day in order to complete a task at a scheduled time, a simple majority of 37.7% strongly agreed with this, 24.6% agreed moderately, 20.8% agreed slightly while 8.5% represented those who strongly disagreed, 4.1% showed moderate disagreement, 3.5% assumed neutral and another 1.2% who disagreed slightly. The results indicate that some employees would work for long hour to complete a task at a scheduled time while others will not. Completing a task as scheduled is an indication that an employee is accountable. Accountability at workplace involves an employee completing the tasks they are assigned, performing duties required by their job, and to be present for their proper shifts in order to fulfill or further the goals of the organization. Those who are not accountable can be motivated by rewards and performance appraisals. The results are supported by the recent introduction of performance appraisals in the state corporations. Nevertheless, there are numerous recommendations adopted by Service State Corporations as a measure to improve employee performance through time management and other time related activities such as service delivery charter and Rapid Results Initiative (RRI), Mwaura (2007).

On the question on whether noises bother respondents when they are doing their work, 19.6% strongly agreed, 19.3% disagreed moderately, 18.1% slightly agreed while 9% slightly disagreed, with an equal proportion 8.8% moderately agreed, 8.8% neither agreed nor disagreed, 16.4 strongly disagreed. The results indicate that employees are indifferent to noise at the workplace. The results also suggest that noise was not a major hindrance to performance .The results contradicts findings by Erret *et al.*, (2006) which

states that employees exposed to noise reported symptoms of fatigue, headaches and irritation all of which lead to decreased performance.

Table 4. 8: Job Level Monochronicity

	Strongly disagree	Moderately Disagree	Slightly Disagree	Neither agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
When too much is going on I become disorganized.	5.1	8.8	4.8	2.1	5.4	30.5	43.3
Crowds make me uncomfortable	5	7.6	7	4.7	11.4	30.8	33.5
I evaluate my performance at the end of each day	1.5	2	1.2	2	10	28.1	55.2
I am motivated by achievement of goals	1.2	3.2	2.3	1.2	6.4	12	73.7
I am guided by the clock as I perform my tasks	3.5	4.6	5.8	4.4	7.5	23.7	50.5
Too much instructions make it impossible for one to keep up with things	2.4	4	4.8	3.2	12.3	22.4	50.9
When working on a project, I take one activity at a time	6.4	7.3	9.1	2.3	13.5	19.9	41.5
When a job demands multitasking I usually get irritable.	23.1	15.8	13.1	4.4	15.5	7	21.1
I prefer to work on my own rather than in teams	9.1	8.1	4.6	8.2	2.6	8.7	58.7
I am motivated by an achievement to take upon another task	5.6	3	7	5.8	6.4	19.9	52.3
I will work many hours in a day in order to complete a task at a scheduled time	8.2	4	1.2	3.5	20.8	24.6	37.7
Noises do not bother me when am doing my work	16.4	19.3	9	8.8	18.1	8.8	19.6

N=342

4.5.3 Descriptive Analysis for Job Level Polychronicity

The third objective of the study sought to establish the effect of job level Polychronicity on employee performance among service state corporations in Kenya. The study sought to find job level polychronicity and job performance through the following set of questions where the respondents rated them on a seven point Lickert scale. On whether schedule is not important as long as the task is accomplished, 50.8% strongly agreed, followed by 30.3.8% who slightly agreed. 5.8% strongly disagreed, 4.4% neither agreed nor disagreed while 3.2% who moderately disagreed and 0% strongly disagreed. From the results it can be deduced that a larger proportion can be said to agree with the statement that schedule is not important as long as the task is accomplished. This could be due to the fact that most employees in the state service corporations have been socialized in the African culture which does not place much importance to schedule. The monochronemic employees may be influenced to a great extent by their majority polychrons as they interact in a daily basis. These results agrees with the findings of Flaskerud and Flaskerud (2013) who stated that both monochromic and polychronemic cultures influence each other as they coexist in an organization. There exists a continuum on the extreme both ends of monochromic and polychronemic cultures which has characteristics of both cultures.

Respondents were asked about their view on whether they consider an objective achieved if a task is possible .Most of the respondent 53% strongly agreed, 28.7% moderately agreed when asked their view on whether they consider an objective

achieved if a task is possible, 7% slightly agreed, while on the other side 1.2% strongly disagreed, 8.6% took a neutral stand, 2.3% slightly disagreed with this and 1.2% moderately disagreed. The results indicate that employees consider an objective achieved if a task is possible. Employees should actually strive to achieve objectives because it reduces cost, improves profits, increases quality and personal satisfaction. The results are in agreement with Lindsay, (2008) who stated that polychronic cultures take a more fluid approach to scheduling time, are much less focused on the preciseness of accounting for each and every moment and consider a task done if it is possible.

An investigation on whether interruptions do not affect their work, 59.3% strongly agreed, 15.8% moderately agreed to this, 7.6% slightly disagreed, 5.3% slightly agreed while 5.5% moderately disagreed, 4.7% neither disagreed nor agreed strongly disagreed and few 1.9% strongly disagreed. The results indicate that interruptions do not affect employees work. Interruptions do indeed affect employee performance and should be avoided. This could be a major cause of poor employee performance in the state service corporations. The results contradicts Campell (2000) who asserts that interruptions distract ones attention from performing a certain task effectively. The dangers of interruptions are warned against in the traditional time management literature as having the potential to destroy plans, alter deadlines, and devastate projects (Romeo, 1993). Similar warnings are made regarding activities which simply waste time. However, there are parts of some jobs that involve interruptions, especially when managing others, so "necessary" interruptions may have to be managed, rather than eliminated.

The study sought to investigate whether respondents hardly feel time pressured when interrupted as they work. 55.5% strongly agreed, 27.6% moderately agreed, 6.5 slightly agreed, 5.7% slightly disagreed, 2.3% remained stood neutral, and 1.3% strongly disagreed while 1.1% moderately disagreed. The results indicate that employees hardly feel time pressured when interrupted. Interruptions bring about confusion, cause stress and are therefore time wasting. This means that managers in the service state corporations should schedule tasks in such a way that there are minimal interruptions from either them or from employee to employee. The results are in agreement with Robinson (2004) whose study revealed that when people are asked to keep time diaries and consider their feelings about personal time use, frequently the response is that they feel rushed to do the things that have to be done .To cope with feelings of time pressure, many attempt to pack more productivity into the time they have through "time deepening" (Robinson & Godbey, 2004). Time deepening consists of trying to speed up an activity, substituting an activity that takes less time instead of one which takes more time (monochronic or polychronic behavior), doing more activities at the same time (polychronic behavior), and undertaking an activity with more conscious regard for the time it takes (monochronic behavior).

Further the study sought to find out whether respondents' value their time in relation with their work mates'. A simple majority 51.2% strongly agreed, 14.9% slightly agreed, 8.8% moderately disagreed to this while 8.2% moderately agreed, 6.7% slightly disagreed and 4.4% neither agreed nor disagreed. The results are indicative that

employees value both their and work mates' time. Time management is crucial for an organization to obtain better performance. The results are in agreement with Buote (2010) who asserted that employees who value their co-workers 'time are more satisfied with their job. They are also more engaged at work, more dedicated, energetic and more absorbed in their work. People who value their co-workers are also more grateful and happier.

Respondents were also asked their take on whether they would complete a conversation with a co-worker even though it may delay their task. Majority, 58.6% strongly agreed, 29.4% moderately agreed, 4.4% strongly disagreed, 4.4% who moderately disagreed while, 4.3% slightly agreed to this. However a small proportion of, 2.2% slightly agreed and 3.7% assumed neutral stand. The results indicate that employees would complete a conversation with a co-worker even though it may delay their task. Chatting with co-workers and attending to personal activities during breaks at the office are acceptable within reason. This means that employees value socialization even though it might affect their work. The results corroborates with the findings by Kammeyer-Mueller and Wanberg (2003) which states that employee socialization is not only the beginning of one's career but a process lasting throughout a person's career during which an employee acquires new social knowledge and skills necessary to play his role in an organization. Employee socialization is important not only at entering a new working environment but its significance is also related to the possibility of commitment of the employees to the organization in the future.

Enquiry on whether respondents get stressed when given conflicting job instructions indicated that most 58.6% strongly agreed, 22% moderately agreed, 7% were neutral, 6.5% slightly disagreed, 3.2% slightly agreed, 2.6% moderately disagreed, while 0% strongly disagreed. The results indicate that employees get stressed when given conflicting job instructions. Supervisors should avoid issuing conflicting job instructions so as to avoid stressing employees. In general, research findings show that individuals high in polychronicity are calm in the face of stress, enthusiastic, sociable, and trusting (Kantrowitz *et al.*, 2012). The results are in agreement with Joshua (20140) who stated that conflict of any kind at the place of work is likely to cause a disruptive effect on performance of workers.

Further investigation onto respondent view on postponing performing task to a later date showed a majority 51% strongly agreed ,37.5% moderately agreement, 3.1% depicted slight agreement to this .3.5% showed slight disagreement,1.4% showed moderate agreement, 2.2% took neutral position on this statement while 1.3% strongly disagreed. The results indicate that employees do procrastinate their tasks. Getting your employees to meet deadlines is a major factor in team performance. When people make a habit of postponing certain tasks, putting off items on their to-do list, and failing to meet agreed-upon objectives the overall organization performance is negatively affected. Introduction of performance contracts in the state owned corporations could be a major contributor why employees avoid procrastination. This means that procrastination should be avoided as it is costly since timelines are not met and therefore organization

goals are not delivered. The results are in agreement with Labianca *et al.* (2005) research findings which stated that procrastinate tasks but will go to a great extent to carryout tasks as scheduled in the presence of performance contracts. Measuring performance outcomes is the cure of procrastination.

On whether respondents performs tasks when they feel ready for them, most respondents, 56% were in strong agreement, 29.4% were moderately agreeing, 9.9% slightly agreed, while 2.6% took neutral position, 2.2% strongly disagreed1.7% moderately disagreed, while 1.8% slightly disagreed The results suggest that employees would be comfortable to execute their tasks when they are ready. Readiness can be in terms of training. Training prepares one both mentally and psychologically to perform tasks. Organizations can reap the rewards of providing training to their employees because well-trained employees help increase productivity and profits. Investing in employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labour by reducing time spent on problem-solving and saves money in the long run by producing a better and well prepared workforce (Hobart, 2012).

Respondents were asked to rate their agreement on whether achievement of goals was not important as long as they were working on the assigned task.53.1% strongly agreed, 35.6% moderately agreed, 4.3% strongly disagreed, 4% slightly agreed, 2.9% moderately disagreed,2.3% slightly disagreed, while 2.1% took a neutral stand. The results indicate that employees are more concerned about task performance rather than

goal achievement. This is typical of polychronemic cultures. Attainment of goals is not viewed as important as long as the task can be performed; the perception is that the goal will ultimately be reached. The results are in agreement with Clegg (2008) who explains that attainment of a goal is not important in the polychronemic cultures as long as a goal is attainable. Socialization is given more value than concentrating on the main task. This means that despite the Service Corporations harboring mostly polychronemic employees, for performance to improve they must be trained and guided on the importance of goal achievement. This may account for the dismal performance trends observed in the Service State Corporations.

The question sought to find out whether respondents changed from one activity to another. 54.4% strongly agreed, 35.5% moderately agreed, 2.9% slightly agreed followed by 2.7% who moderately disagreed with this opinion. 2.9% slightly disagreed, 1.6% strongly disagreed and none were neutral. The results indicate that employees switch from one activity to another. Switching from one activity to another can be expensive because of the time spent during adjustment .This may take a toll on an employee's performance. This is in agreement with Love (2008) who found out those persons who are comfortable with polychronic time use, as more likely to be able to manage and to be comfortable with interruptions and activity switches than their monochronic peers. An employees' chronicity may be determined by the type of a task.

An agreement ranking was also pursued on whether respondents would pick a call while attending a meeting. Surprisingly, 45.1%, strongly agreed, 22.2% moderately agreed,

6.7% moderately disagreed, 6.7% strongly disagreed, 6.7% neither disagree nor agreed, 5.8% slightly while 6.8 %slightly disagreed. The results indicate that most of the respondents would pick a call while working. This is in disagreement with Judy (2007) who proposed switching off of mobile phones during working hours since use of mobile phones during working hours was more damaging than absenteeism. Calls unrelated to work are distractive and time wasting and this may be a main contributor to poor employee performance in the service state corporations.. Managers in the service state corporations should put in place a policy whereby employees only receive work related and emergency calls only during working hours.

Finally, in ranking the agreement of working in office leaving the door open majority strongly agreed 59.5% while 30% moderately agreed, 3.5% slightly agreed, 2.6% slightly disagreed 2.2% strongly disagreed with this, 2.2% moderately disagreed working with open door while 0% remained neutral . The results show that respondents prefer to leave the office door open as they work. Open policy leads to greater communication between managers and employees, but the policy must be monitored carefully to ensure the spirit in which it was created is not abused or compromised. With an open door policy, employees can approach senior management and discuss issues such as job performance, conflicts with co-workers, ideas for department improvements and company policies. The results are in agreement with Elleman (2015) who stated that working with a door open, gives an employee a sense of freedom rather than feeling caged. Job interaction is easy when there is an open door policy whereby employees

interact among themselves and with their supervisors freely. There is physical flow of information and heightened socialization.

Table 4. 9: Analysis for Job Level Polychronicity.

	Strongly disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Schedule is not important as long as a task is accomplished	00	3.2	5.8	4.4	5.8	30.3	50.5
I consider an objective achieved if a task is possible	1.2	1.2	2.3	8.6	7	28.7	53
Interruptions do not affect my work	1.9	5.5	7.6	4.7	5.3	18.8	59.8
I hardly feel time pressured when interrupted as I work	1.3	1.1	5.7	2.3	6.5	27.6	55.5
I value relations with my workmates at workplace	5.8	8.8	6.7	4.4	14.9	8.2	51.2
I will complete a conversation with a coworker even though it may delay my task completion	4.4	4.4	2.2	3.7	4.3	29.4	58.6
I get stressed when job instructions are conflicting	00	2.6	6.5	7	3.1	22.2	58.6
I put things off which can be done at a later date	2.2	1.4	1.3	3.5	3.1	37.5	51
I prefer performing tasks when I feel ready for them	2.2	1.7	1.8	2.6	9.9	29.4	56
As long as I am working on my assigned task, reaching my goals each day does not bother me	1.6	2.9	2.3	00	4	35.6	53.1
I often change from one activity to another	1.6	2.7	2.9	00	2.9	35.5	54.4
I usually pause my work to accommodate socialization	1.1	3	3.8	3.5	2.4	30.1	56.1
I will pick a call while attending a meeting	6.7	6.7	5.8	6.7	6.8	22.2	45.1
I work with my office door open	2.2	2.2	2.6	00	3.5	30	59.5

N=342

4.5.4 Descriptive Analysis for Individual Polychronicity

The fourth objective of the study sought to establish the effect of individual polychronicity on job performance among service state corporations in Kenya. To start with, valuation of personal relationships by respondents was pursued where a remarkable 60.5% demonstrated strong agreement with valuing personal relationship, 16.1% moderately agreed to this, an equal 6.7% was shown by those who strongly disagreed and moderately disagreed respectively. 4.4% slightly agree, 3.2% took a neutral stand and 2.3% slightly disagreed with valuing personal relationships. The results indicate that employee's value personal relationships.

Maiese (2005) states that human beings are innately social and are shaped by experiences with others. Interpersonal relationship is important for a healthy employee who is able to resolve conflicts as they arise at the workplace. On commitment to the team, 45.9% strongly agreed to being committed to their team, 38.3% who moderately agreed to this however, 6.4% moderately disagreed and 3.5% slightly disagreed. On equal basis 2.3% took a neutral position and slightly agreed respectively and a few 1.2% strongly disagreed on commitment to their team the results agrees with. The results indicate that most employees in the state service corporations are committed to the team. The depth of the commitment of team members to work together effectively to accomplish the goals of the team is a critical factor in team success. A committed team

treats the project like their own; they obsess over it, care for it and own it. They think ahead of how to improve performance.

The results are in agreement with Park (2005) who stated that important team commitments include commitment to the organization, the team and each other. The stronger and more balanced these commitments are, the more successful and productive any team will be. Team pride and commitment is important to ultimate success. The commitment that arises from a team that understands their role and relishes achieving it is hard to undervalue. Teams with this type of commitment will overcome long odds due to their strength and unity and willingness to band together to get through a tough situation.

The study sought to investigate whether respondents had a flexible schedule. 53.5% of the respondents strongly agreed, 31.5% moderately agreeing, 10.4% slightly agreed, 2.3% slightly disagreed, 1.2% strongly disagreed, 1.1% moderately disagreed while 0% remained neutral. The results indicate that employees in the service state corporations have a flexible schedule. A flexible schedule leads to increases in productivity; less stressed employees, decreased absenteeism, healthier and happier employees, saves money and builds trust.

The results are in agreement with the findings by Conte (2008) which purports that the nature of one's workplace or profession can have a significant impact on time use and ability to schedule. In many cases employees are told what time to start work, what time

they will finish, and often exactly when certain activities have to be performed. Other professions, such as sales, are often less-structured, requiring that the sales associate identify own customers and then structure personal schedules to successfully deal with them (Scott, 1989). These two types of behavioral tendencies are present to varying degrees in the workplace; they are likely to exist side by side in many work environments and may be a source of conflict because of their contrasting approaches to time management. One of the subjective perceptions which vary between Polychrons and Monochrons is structure. Structure represents a view of time related to planning and scheduling; time can be perceived by some as continuous and smooth and by others as structured and purposive.

Further this study sought whether respondents change their plans often and easily. 41.7% strongly agreed, 27% moderately agreed, 20.1% slightly agreed, 4% slightly disagreed, 3.1% took a neutral position, 2.1% moderately disagreed and 2% strongly disagreed with changing plans often and easily. The results indicate that respondents changed their plans often and easily. This means that employees are not rigid and will accommodate change easily rather than resist. On further probe on whether respondent participate fully when working in a team, 40.4%, strongly agreed, followed by those for moderate agreement 28.1%, then 16.1% slight agreement, 7.9% strongly disagreed, 5.6% moderately agreeing and only 2% slightly. The result indicates that employees do not fully participate while working in teams. The reason for this might be that there is collective responsibility while working in a team and so employees do not feel bound to

give their all. Team dynamics are also a major reason why employees are hesitant to work in teams. The results are in agreement with Ruiz et al., (2004) whose literature states that employees recognize that the teaming experience improves their interpersonal skills, yet they still prefer work individually. Attitude originated from negative team experiences.

It was also investigated in this study whether respondents believed that they should be allowed to handle tasks according to their own preference. Majority were of the view that strongly agreed 60.4%, 15.8% moderately agreed, 5.0% moderately disagreed, 4.4% slightly agreed, 4.4% strongly disagreed, 5.6% and 4.4% those who slightly disagreed and those who remained neutral. The results indicate that employees prefer to handle their tasks according to their own preference, they feel responsible for the outcomes. This may give them the motivation to work harder and thus improve their task performance. Respondents' take on preference to flexible schedules as opposed to rigid schedules revealed that 39.8% strongly agreeing, 21.3% moderately agreeing, 20.8% slightly agreeing, 8.8% moderately disagreeing and there was an equal 4.7% divide in the statement to those who strongly disagreed and those who took neutral stand respectively. The results indicate that respondents are divided on flexible work schedules. The results are in agreement with Hosie et al (2006) who stated that employees should be left to handle tasks according to their preference which is influenced by their chronicity and the job requirements.

Further question on whether respondents will miss out on welfare activities at workplace, 52.7% strongly agreed, 28.3% moderately agreed, 11.6% slightly agreed, 2.8% neither agreed nor disagreed, 1.9% moderately disagreed, 1.3% slightly disagreed and 1.4% strongly disagreed. The results indicate that respondents will miss on welfare activities at the workplace. The findings are collaborative of the findings of Tiwari (2014) who states employees may miss welfare activities at workplace since they are mostly not compulsory and so they do not feel obliged to attend. Various welfare measures provided by the employer will have immediate impact on the health, physical and mental efficiency, alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity. The basic propose of employee welfare is to enrich the life of employees and to keep them happy and conducted.

Finally, respondents also gave their view on value of break time no matter the timeframes to meet a goal. Majority 43.6% strongly agreed, 21.1% moderately agreed, 14.2% slightly agreed, 6.8% moderately disagreed, 6.7% strongly disagreed and 4.7% remained neutral. 2.9% slightly disagreed. The results indicate that employees value their break time. Breaks increases productivity, reduces stress, lowers physical ailments and are regulatory compliance. The findings are in agreement with Janet (2011) who states that the marginal returns are reduced when the brain is required to exert continuous pressure during an eight-hour shift. Following a break, your employees are geared up to work again, significantly boosting their performance level. This rejuvenation enables them to complete their tasks more accurately, leading to fewer

errors. Increased productivity is a win-win situation for your employees, your business and your clients. This collaborates with findings by La Mar (2013) who states that to have happy and productive employees an employer must value their break time. Failure to do so, the organization suffers losses. Conversely, when employees feel valued, they are loyal and engaged in the company, profits are higher. Additionally, studies show that employees value their free time, making them more engaged, miss work less, perform better, and are more supportive of changes and willing to make them happen.

Table 4. 10: Descriptive Analysis for Individual Polychronicity

	Strongly disagree	Moderately Disagree	Slightly Disagree	Neither agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
I value personal relationships	6.7	6.7	2.3	3.2	4.4	16.2	60.5
I am committed to my team	1.2	6.4	3.5	2.3	2.3	38.3	46
My schedules are flexible	1.2	1.1	2.3	00	10.4	31.5	53.5
I participate in setting and commit to goals	2	6.7	00	9.1	7.9	29	45.3
I belief it is best for one to be given multiple tasks to complete	3.9	5.7	3.7	3.5	9.8	30.7	42.7
I change plans often and easily	2	2.1	4	3.1	20.1	27	41.7
I participate fully when working in a team	7.9	5.6	2	00	16.1	28	40.4
I believe that i should be allowed to handle tasks according to my own preference	4.4	4.4	5.6	4.4	5.0	15.8	60.4
I prefer flexible schedules to rigid schedules	4.5	8.8	00	4.7	20.8	21.3	39.9
I value welfare associations at my workplace	4.4	5.8	5.3	5	13.2	21.9	44.4
I do not miss out on welfare activities at workplace	1.4	1.9	1.3	2.8	11.6	28.3	52.7
I value break time no matter	6.7	6.8	2.9	4.7	14.2	21.1	43.6

N=342

4.5.5 Descriptive Analysis for Employee Performance

Employee performance forms a critical part of this study and here we summarise findings in Table 4.8. To begin with, respondents were asked a question on whether

obtaining accurate information to do their job leads to high job performance, 76% strongly agreed to this statement, 18.1% moderately agreed also, 4.7% slightly agreed as well and 1.2% were neither agreeing nor disagreeing. Further probing on whether getting appropriate information leads to high job performance showed that a remarkable majority 76% strongly agreed followed by 16.1% who moderately agreed to this, then 5.6% slightly agreed and 2.3% remained neutral. The results indicate that obtaining accurate information to do their job leads to high job performance. Accurate information is vital for proper task performance. If the information given to employees is not accurate, it means the task will be wrongly performed. The results are in agreement with Saul (2006) who stated that in the absence of accurate, reliable and timely information, employees and organizations will make wrong decisions; they will be unable to help or persuade others to make better decisions and no-one will be able to ascertain whether the decisions made by particular individuals or organizations were the best ones that could have been made at the time.

With regard to whether getting timely information to complete the respondent's job leads to high job performance, a vast majority 64% strongly agreed, 25.7% moderately agreed, 7.9% slightly agreed and 2.3% slightly agreed to this statement. It was also sought to whether respondent's access to information contributed to high job performance and popularly 69.6% strongly agreed to this, 20.5% moderately agreed, 7.6% slightly agreed and a few 2.3% took a neutral position. The results indicate that getting timely information to complete a job leads to high performance. Timely

information allows an employee to perform their tasks on time thus meeting the performance targets. This means that employees at the service state corporations should be provided with not only timely but valid information in order to improve performance. Flexible work schedules are those that vary from the standard work schedules of an organization. Since flexible schedules must meet the needs of both the employer and the employee, flexible work schedules are based on worker needs within set parameters approved by a supervisor. Schedule flexibility has been found to be highly associated with job satisfaction. Flexible work schedules have positive effects on employee productivity, job satisfaction, satisfaction with work schedule, and employee absenteeism. The results are in agreement with the findings of Njiru (2008) which asserts that flexible work schedules are positively related to employee engagement. However, the challenges crop up from trying to blend employees' schedule requests with business demands; using managers' time efficiently and ensuring fair and equitable practices.

Impact of management inspiration leading to high job performance was also investigated where 68.1% strongly agreed to this, 27.2% moderately agreed and an equal proportion 2.3% was gotten from those who slightly agreed and slightly disagreed respectively. On whether getting an opportunity to contribute to decisions that affect respondent's jobs and does it lead to high job performance was pursued. Most respondents 66.7% strongly agreed, 24.6% moderately agreed, 4.4% remained neutral, 3.2% and 1.2% slightly agreed and slightly disagreed respectively. The results indicate that impact of

management inspiration leading to high job performance. Inspiration from seniors raises an employee's morale. It indicates that the management should strive to inspire employees in order to improve performance. This is in support of Andre (2014) findings that High Performing organization employees have to be inspired by their managers to continuously perform better and achieve extraordinary results. They want to be kept on their toes and be challenged. They continuously want to develop themselves, to achieve the best they can, and because of this, contribute to the success of the organization.

The question sought to find out whether job performance is measured by being aware of organizational objectives, mission and vision. A majority 56.1% strongly agreed, 36.3% followed by those who moderately agreed, 3.2% slightly agreed, 2.3% and 2% took neutral stand and strongly disagreed with this statement. The results indicate that job performance is measured by being aware of organizational objectives, mission and vision. This indicates that employees should be made aware of organizational objectives, mission and vision. This can be achieved by involving them during the planning time. This will give them direction and avoid wastage of time as they will synchronize their individual goals with those of the organizations. The results are in line with Groscurth (2014) findings that a clear mission inspires employee engagement, fosters customer engagement, and helps boost company performance among other benefits.

Anitha (2014) stated that employee performance is the job related activities expected of a worker and how well those activities are executed. Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the

organization (Cook, 2008). Employees, who clearly understand their individual goals and how they relate to those of their company, naturally become more engaged in their work. Once employees see how they can make a direct contribution to their organization's success, they begin to focus on finding ways to work smarter and more efficiently. This boost in employee productivity will naturally lead to increased operating margins and profitability for an organization.

On the question whether setting appropriate priorities leads to high task performance, 55% strongly agreed, 36.3% followed in support of this by moderately agreeing with the statement. 5.6% slightly agreed with priority setting while 2% and 1.2% remained neutral and slightly disagreed respectively with priorities issues. The results indicate that setting appropriate priorities leads to high task performance. Prioritizing gives employees the skills to see what tasks are more important at each moment and give those tasks more of attention, energy, and time. This means that employees should be mentored to set appropriate priorities so as to raise performance. The concept of understanding what your real priorities are is key to having the ability to accomplish the tasks related to these priorities. The results are in agreement with Johnson (2013) who stated that prioritizing is the answer to productivity, not computers, efficiency experts, or matrix scheduling. An employee does not need to work faster or to eliminate gaps in productivity to make better use of your time. You need to spend more time on the right things.

A question on whether proper time usage leads to high task performance got the following ranks with majority 73.1% supporting this with a strong agreement, 15.5% moderately agreed to this statement, 7.9% slightly agreed, 2.3% strongly disagreed and 1.2% were neither agreeing nor disagreeing. The results indicate that time management leads to high performance. Management of time is an issue which is fundamental to job performance. The results corroborate with Mwaura (2007) findings which stated that organizations should strive to improve employee performance through time management and other time related activities such as service delivery charter and Rapid Results Initiative (RRI). Further, Njagi (2012) states that time management and work performance are directly related and as such, employee should be trained on time management.

On whether consultation has an impact on high task performance, 52% strongly agreed, 29.8% moderately agreed, 12.6% slightly agreed, 4.4% took a neutral position and 1.2% moderately disagreed. The results indicate that consultation has an impact on high task performance. Consultation is mainly seeking an expert's opinion. To be effective, consultations needs to take place at a stage that offers employees a chance to prepare a response and offer meaningful dialogue. An organisation that takes its responsibilities seriously, and offers an open door to employees' concerns and ideas, is likely to be more successful (Hollman 2009). The results are in agreement with Moores (2003) who found out that employee consultation are essential in involving and developing people in an organisation. Employees will only be able to perform at their best if they know their

duties, obligations and rights and have an opportunity of making their views known to management on issues that affect them. It is increasingly important that employees have real understanding of not only what they are required to do but why.

Respondent's opinion on whether working under minimal supervision leads to high task performance. 62.6 strongly agreed to the statement, 17.8% moderately agreed, 10.5% slightly agreed, and 4.7% slightly disagreed, and 2.3% and 2% moderately disagreed and strongly disagreed respectively. The results indicate that employees prefer working under minimal supervision. According to Gagne (2005), an employee who works under minimal supervision is able to solve problems independently, take the initiative when required and be proactive, as opposed to always waiting to follow orders.

Respondent's view on whether effectively collaborating with other department members leads to high task performance revealed 64.3% majority in support of this statement by strongly agreeing, 30.4% moderately agreeing, 4.1% slightly agreeing and 1.2% moderately disagreeing. The results indicate that collaborating with other department members leads to high task performance. By collaborating with others in different departments, or even offices, skills can be pooled in order to make a project more successful than it might otherwise be .Benefits of collaboration includes access to and developing employee skills, solving problems easily, rapid innovation, job satisfaction and employee retention. The results are in agreement with Öberg (2016) who purports that collaboration not only equals a happier workforce, it represents an educated one. This is because it naturally inspires a sense of community within an organization,

meaning that employees feel almost like they are a part of a family. Additionally, collaboration allows employees to learn from each other and their bosses.

In addition to this, an opinion on to whether dealing effectively and professionally with employees in other areas leads to high performance was also sought. The largest proportion 45% showed strong agreement to the statement, 34.5% moderate agreement, 12.3% slight agreement, 7% and 1.2% had a slight agreement and took a neutral position. Views on appropriate response to feedback on job performance whether it leads to high task performance depicted 65.2% in support by choosing strong agreement, 27.8% by moderate agreement, 4.7% slight agreement and 2.3% strong disagreement. The results indicate that dealing effectively and professionally with employees in other areas other than work lead to high performance. Polk- Lepson (2012) asserts that professionalism is when a person conforms to the technical and ethical standards of the profession. A professional is courteous, conscientious, and generally business like in the workplace. Organizations that uphold professionalism usually perform better than those which do not since they conform to the technical and ethical standards of profession when dealing with employees at all times.

It was sought whether evaluation on job performance through identification of problems at workplace leads to high performance was studied. 40.6% strongly agreed to this statement, 35.6% moderately agreed, 16.7% slightly agreed, 5% and 2.3% strongly disagreed and moderately disagreed respectively. The results are indicative that problem solving approach leads to high performance. Organizations should embrace this

approach. Stressed employees will not perform to their optimum. All efforts should be made to find and resolve problems in an organization. On further probe as to whether proposing solutions to job problem improves performance, A simple majority 52.3% strongly agreed, 33.3% moderately agreed, 10.2% slightly agreed and equally 2% were recorded for strong disagreement and neutral position respectively. The findings show that when employees propose solutions to job problems, their performance is increased. The results indicate that involving employees in resolution of problems leads to high employee performance. The results are in agreement with research findings by Lamley *et al.*, (2010) which suggested that employee involvement in decision-making contributes to effective decision implementation and also creates an enabling environment for creativity and growth as employees see themselves as stakeholders and owners of the decision, making implementation smooth. It was also revealed from the research that when employees see themselves as not being part of the decision making process, they become discontented and apathetic which is likely to adversely affect organizational performance. Managers in the service state corporations should seek employees ‘views on matters that affect their lives and work and they should also be empowered to take decisions through which they will have a sense of self-worth and a feeling of belonging that will make them give their best in the organization and thus improve performance. The results also corroborate the literature by Gagne (2005) which state that when employees’ opinions are valued, they become more committed to the organization since a sense of ownership is created.

Respondents were asked whether taking appropriate actions on problems as they arise leads to high performance indicated, 61.5% strongly agreeing, 23.4% moderately agreed, 10.4% slightly agreed, 2.7% remained neutral and 2.1% strongly disagreed. The results are indicative of the need to resolve problems as they arise in an organization. They are also consistent with the belief that preventing and mitigating the conditions that lead to problems in an organization requires attention and problem solving so as to maintain a conducive working environment (Senge, 2001). As to whether offering assistance to new employee's leads to high performance, 61.5% showed strong agreement, 27.8% moderate agreement, 6.2% slight agreement, 2.4% strong disagreement and 2.1% were neutral. The results indicate that orientation of new employee's leads to high performance. An employee orientation process is a means of introducing a new hire to the organization and providing her with an overview of how it operates. An effective orientation serves to acclimate the employee and speed up the time it takes for her to become a productive member of the organization.

This is supported by Runola (2013) who purports that support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks of the job is very important. It increases customer satisfaction through minimizing errors and raising employee performance. Trained employees perform better and are more likely to serve customers in a desired way. An organization can strengthen its competitive advantage and decrease the employee turnover by supporting new employees. Further, it was also sought

whether working to establish and maintain a positive relationship with all employees leads to high performance. 60.7% strongly agreed, 24.3% moderate agreed, 10.1% slightly agreed, 2.7% moderately disagreed and 2.4% assumed neutral. The results indicate that establishing and maintaining a positive relationship with all employees leads to high performance.

Good employment relations create a pleasant atmosphere within the work environment. It increases the employee motivation and can also be increased through improved employee morale. Organizations that invest in employee relations programs experience increased productivity. This means that service state corporations should invest in employee relations programmes in order to improve productivity. The findings are in agreement with Victoria (2012) who purports that we all have a responsibility in how we contribute to our workplace environments. In general, people want to work in an environment where they are safe, treated fairly, valued for their contribution, respected, free from harassment or bullying, supported in their career development and able to work in harmony with their colleagues. A workplace culture that promotes these values, combined with strong leadership that reinforce and model these values, has a greater capacity to inspire their workers.

Finally, on whether dealing appropriately with sensitive situations at workplace leads to high performance, 66.9% showed a strong agreement, 22.2% a moderate agreement, 4.4% took a neutral stand while 4.1% had a slight agreement and 2.4% had a strongly disagreement. The results indicate that dealing appropriately with sensitive situations at

workplace leads to high performance. Workplace conflict is one of the greatest causes of employee stress. Taking simple steps to resolve conflict immediately can prevent many workplace conflicts from escalating. Employee stress, and many related health complaints, as well as workers' compensation and bullying claims, can be prevented by managers acting quickly to resolve issues between co-workers, or between themselves and co-workers. The findings are in agreement with König and Waller (2010) who stated that the ability to handle appropriately, emotive and sensitive issues improves organization performance by creating a conducive working environment free from stress. This means that dealing with issues as they emerge in an organization improves performance. The results of the findings are shown on table 4.20 appendix 1.

4.6 Diagnostic test

4.6.1 Factor Analysis

Factor analysis is a powerful statistical procedure that is often used to validate hypothetical constructs (Mugenda & Mugenda, 2003). It establishes factor thresholds of variables to be considered for interpretation. Factor analysis was conducted in order to reduce the data to a meaningful and manageable set of factors (Sekaran, 2006). The approach involves condensing the information contained in a number of original variables into a smaller set of dimensions (factors) with a minimum loss of information (Baets, 2002). In more technical terms factor analysis addresses the problem of analyzing the structure of the interrelationships (correlations) among a large number of variables (e.g test scores, test items, questionnaire responses) by defining a set of common underlying dimensions, known as factors. Factor analysis is an interdependence technique in which all variables are simultaneously considered, each related to all others (Orodho, 2003). Tabachnick and Fidell (2007) described the factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). According to Mabert *et al*, (2003), Factor loadings with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from the matrix because they are considered to be of no importance.

Fit statistics are evaluated to determine which predetermined model(s) best explain the relationships between the observed and latent variables. This process was described by Bentler (1980) as the primary statistical problem being one of optimally estimating the

parameters of the model and determining the goodness-of-fit of the model to sample data on measured variables. The table 4.12 below provides a guide line of recommended thresholds for these tests statistics according to Hair et al (2010).

Table 4. 11: Threshold for fit statistics

Measure	Threshold
Chi square/df	Less than 3 –good, less than 5 –permissible
GFI (Goodness of fit index)	Greater than 0.7
AGFI (Adjusted Goodness of fit Index)	Greater than 0.7
RMSEA (Root Mean Square)	Less than 0.05-good, 0.05-0.10 moderate/acceptable fit
Error of Approximation	
NFI (Normed fit index)	Greater than 0.7

Factor Loading for Construct Individual Level Monochronicity

Table 4.13 shows the factor loading for individual level Monochronicity. All the 12 items, ILM1, ILM2, ILM3, ILM4, ILM5, ILM6, ILM7 and ILM8. ILM9 ILM10 ILM11and ILM12 had a factor loading of greater than 0.49. According to Mabert *et al*, (2003), Factor loadings with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from the matrix because they are considered to be of no importance. The item with the highest factor loading was ‘I like to plan my daily activities so that I know when to perform each activity’ with a factor loading of 0.846 meaning that employees value their work schedule. Planning is the art of scheduling activities so that one can achieve goals and prioritized at the expected time

'I work best under isolation', had the least factor loading of 0.690', showing that employees do not to some extend appreciate working in isolation to a great extent.

Table 4. 12: Factor loading for Individual level polychronicity

Code	Item	Factor Loading
ILM1	I am committed to my work	.811
ILM2	I have a clear vision of where the team is going and agreed-upon and understood goals	.744
ILM3	I respect other employees time	.718
ILM4	I regularly set and measure attainment of goals	.714
ILM5		.735
	I work on one task at a time no matter the weight of workload	
ILM6	I screen my calls while at work	.757
ILM7	I like to plan my daily activities so that I know when to perform each activity	.846
ILM8	I believe time is money and it should be earned saved and spent wisely	.702
ILM9	I believe time is money and it should be earned saved and spent wisely	.760
ILM10	Conflicting job instructions stress me.	.7010
ILM11		.703
	I usually get disorganized when too much is going on	
ILM12	I work best under isolation	.690

ILM=Individual Level Monochronicity

Factor Loading for Construct Job Level Monochronicity

Results in Table 4.14 shows that all items in job level monochronicity and their factor loadings.All the items ,JLM1, JLM2 , JLM3, JLM 4, JLM5, JLM6 , JLM7 , JLM8, JLM9 ,JLM10, JLM11and JLM12 had a factor loading of more than .07 which is considered suitable .The factor with the highest factor loading was “ when too much is

going on I become disorganized.'' With a factor loading of .809 followed by ' I am motivated by an achievement to take upon another task and motivated by achievement of goals with factor loadings 0.797and 0.791, respectfully.

Table 4. 13: Factor Loading for Construct Job Level Monochronicity

Code	Item	Factor Loading
JLM1	When too much is going on I become disorganized.	0.809
JLM2	Crowds make me uncomfortable	0.740
JLM3	I evaluate my performance at the end of each day	0.729
JLM4	I am motivated by achievement of goals	0.791
JLM5	I am guided by the clock as I perform my tasks	0.712
JLM6	Too much instructions make it impossible for one to keep up with things	0.715
JLM7	When working on a project, I take one activity at a time	0.747
JLM8	When a job demands multitasking I usually get irritable.	0.731
JLM9	I prefer to work on my own rather than in teams	0.733
JLM10	I am motivated by an achievement to take upon another task	0.797
JLM11	I will work many hours in a day in order to complete a task at a scheduled time	0.753
JLM12	Noises do not bother me when am doing my work	0.793

JLM=Job Level Monochronicity

Factor Loading for Construct of Job Level Polychronicity

The study sought to find out the factor loading for construct of job level Polychronicity. Results in Table 4.15 shows the factor loading for construct of job level Polychronicity, all the 12 factors were accepted. They are, JLP1, JLP2, JLP3, JLP4, JLP5, JLP6, JLP7, JLP8, JLP9, JLP10, .JLP11 and JLP12 .The factor with the highest factor loading was 'I value my relationship with my workmates at my workplace' with a factor loading of .801, followed by ' I will complete a conversation with a co-worker even though it may delay my task completion' with a factor loading of 0.782. The item with the least factor

loading was ‘I will pick a call while attending a meeting’ had the lowest factor loading of 0.597. All the factors were adapted for subsequent analysis. This means that none of the items were rejected.

Table 4. 14: Loading for Construct of Job Level Polychronicity

Code	Item	Factor loading
JLP1	Schedule is not important as long as a task is accomplished	0.633
JLP2	I consider an objective achieved if a task is possible	0.738
JLP3	Interruptions do not affect my work	0.726
JLP4	I hardly feel time pressured when interrupted as I work	0.715
JLP5	I will complete a conversation with a co-worker even though it may delay my task completion	0.782
JLP6	I put things off which can be done at a later date	0.647
JLP7	As long as I am working on my assigned task, reaching my goals each day does not bother me	0.712
JLP8	I often change from one activity to another	0.753
JLP9	I usually pause my work to accommodate socialization	0.701
JLP10	I will pick a call while attending a meeting	0.597
JLP11	I work with my office door open	.0712
JLP12	I value my relationship with my workmates at my workplace	0.801

JLP=job Level Polychronicity

Factor Loading for Construct of Individual level Polychronicity

Factor loading for Construct individual level Polychronicity was conducted. Results in Table 4.16 shows that all the factors constructing individual polychronicity had factor loading greater than 0.7 and above, therefore none of them was rejected. Those factors

were, ILP1, ILP2, ILP3, ILP4, ILP5, ILP6, ILP7, ILP8, ILP9, ILP10, ILP11 and ILP12. The item with the highest factor loading was 'I value personal relationships at workplace' with a factor loading of .862. Believing it is best for one to be given multiple tasks to complete had the least factor loading of 0.703. Allen (2012) asserts that employees value personal relationships even in the absence of tangible benefits. Employees working together ought to share a special bond for them to deliver their best.

Table 4. 15: Factor Loading for Construct of Individual level Polychronicity

Code	Item	Factor Loading
ILP1	I value personal relationships at workplace	0.862
ILP2	I am committed to my team	0.734
ILP3	My schedules are flexible	0.723
ILP4	I participate in setting and commit to goals	0.728
ILP5	I believe it is best for one to be given multiple tasks to complete	0.703
ILP6	I change plans often and easily	0.812
ILP7	I participate fully when working in a team	0.731
ILP8	I believe that i should be allowed to handle tasks according to my own preference	0.778
ILP9	I prefer flexible schedules to rigid schedules	0.779
ILP10	I value welfare associations at my workplace	0.828
ILP11	I do not miss out on welfare activities at workplace	0.755
ILP12	I value break time no matter the timeframes to meet a goal	0.757

ILP=Individual Level Polychronicity

Factor Loading for Construct of Employee Performance

The study sought to establish the factor loading for Construct of Employee Performance.

Results in Table 4.17 shows that all the 20 items on the constructing employee performance EP1, EP2, EP3, EP4, EP5, EP6, EP7, EP8, EP9, EP10, EP11, EP12, EP13, EP14, EP15, EP16, EP17, EP18, EP19 and EP20 had a factor loading of above 0.70.

The construct with the highest factor loading was ‘getting an opportunity to contribute to decisions that affect my job leads to high job performance ‘with a factor loading of 0.859. This shows the importance of an employee’s contribution during decision making in an organization. Inspiration from management leads to high job performance had a factor loading of 0.840.

Table 4. 16: Factor Loading for Construct of Employee Performance

Code	Item	Factor loading
EP1	Getting timely information to complete my job leads to high job performance	0.704
EP2	Accessing information to do my job leads to high job performance	0.745
EP3	Inspiration from management leads to high job performance	0.840
EP4	Getting an opportunity to contribute to decisions that affect my job leads to high job performance	0.859
EP5	Being aware of the organizational objectives, mission and vision leads to high job performance	0.719
EP6	Setting appropriate priorities leads to high task performance.	0.771
EP7	Consulting with supervisors and co-workers leads to high task performance	0.745
EP8	Effectively collaborating with other department members leads to high task performance	0.796
EP9	Dealing effectively and professionally with employees in other areas leads to high task performance	0.816
EP10	Responding appropriately to feedback on job performance leads to high task performance	0.735
EP11	Identifying problems at workplace leads to high performance	0.778
EP12	Proposing solutions to problems leads to high performance	0.781
EP13	Taking appropriate action on problems as necessary leads to high performance	0.774
EP14	Offering appropriate assistance to new employees leads to high performance	0.801
EP15	Working to establish and maintain a positive relationship with all employees leads to high performance	0.733
EP16	Dealing appropriately with sensitive situations at workplace leads to high performance	0.788
EP17	Using time effectively leads to high performance	.791
EP18	Obtaining accurate information to do my job leads to high performance	.781.
EP19	Working under minimal supervision leads to high performance	.702
EP20	Getting appropriate information to do my job leads to high job performance	.789

EP=Employee Performance

4.5.2 Auto-correlation

Durbin-Watson Test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observations) are correlated, we say that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimators, but it does affect their efficiency. Therefore to use a linear model, the dependent variable must be independent. This means that there should be no serial correlation among the observations. The dependent variable in this study was tested using Durbin-Watson Test and the results are indicated on (Table 4.18). The results indicate the presence of autocorrelation which is a relationship between values separated from each other by a given time lag in the residuals (prediction errors) from a regression analysis.

Table 4. 17: Durbin Watson Test

Test Stastistic(DW)	P-Value
1.8731	0.08875

4.5.3 Test for Normality

Many data analysis methods including t-test, ANOVA and regression depend on the assumption that data was sampled from Gaussian distribution (Indiana, 2011). The best way to evaluate how far data deviates from the Gaussian is to look at the graph and see if the distribution deviated grossly from a bell-shaped normal distribution (Graphpad,

2011). In addition, in order to fit a linear model, the dependent variable has to be normally distributed (Lapan, *et al*, 2012).

The variables were subjected to normality tests to check whether the data provided by the dependent variable (Y) was normally distributed, this is because if variables are not normally distributed, there would be problems in subsequent statistical analysis (Child, 1990).

The test for normality of Employee Performance (dependent variable) was done by use of Kolmogorov-Smirnov test. Given that H_0 and H_1 , set $\alpha=0.05$, the rule is that reject H_0 if P-value is less than α else fail to reject H_0 , where: H_0 : The data is normal, H_1 : The data is not normal. Table 4.19 indicates that using the Kolmogorov-Smirnov Test of normality, employee performance data is normal since the P-value, 0.981 is above 0.05 and thus we fail to reject the null hypothesis (H_0). The study therefore concluded that employee performance variable is normal in distribution and hence subsequent analysis could be carried out. Table 4.15 further shows that employee performance is approximately normally distributed with a mean of 24.958, standard deviation of 6.699 and the number of respondent were 342 represented by $N=342$. The dependent variable should be normally distributed because the study was using multiple linear regression model, where the condition of normality must be satisfied (Lapan *et al.*, 2012).

Table 4. 18: Test for Normality

One Sample Kolmogorov Smirnov-Test	
	Employee performance
N	342
Mean	24.9581
Standard Deviation	6.69909
Absolute	0.22
Positive	0.22
Negative	-0.22
Kolmogorov Smirnov-Smirnov-Z	0.468
Asymp.Sig.(2 tailed)	0. 9481
Test distribution is Normal	

Quantile-Quantile (QQ) plot for Dependent variable (Employee Performance)

One way likely to obtain normal residuals is to have a dependent variable that is normally distributed (Shenoy & Madan, 1994). Figure 4.1 shows the normal QQ plot which indicates that the condition of normality for employee performance is satisfied. The quantile-quantile (QQ) plot is an excellent way to see whether the data deviate from other distributions but only interested in the normal distribution. Quantile-quantile (QQ) plot determines whether the proportion of the observed scores fall below any one score, then the z-score that would fit that proportion if the data were normally distributed is calculated, and finally the z-score that would cut off that proportion (the expected normal value) is translated back into the original metric to see what raw score that would be. Therefore the scatter plot shows the relationship between the actual observed values and what those values would be expected when the data is normally distributed.

According to Shenoy and Madan (1994), for a variable to be normally distributed most of the points should lie on the theoretical quantile line. The theoretical quantile line of the data is fitted and from the normal QQ plot it indicates that the observed values versus the expected normal values are randomly distributed along the line of best fit indicating that the dependent variable is normally distributed. In case the dependent variable is not normally distributed then normality has to be sought for before proceeding to check whether the dependent variable is influenced by the other independent variables. Normal QQ plot for employee performance is shown in figure 4.1

Normal QQ Plot of Employee Performance

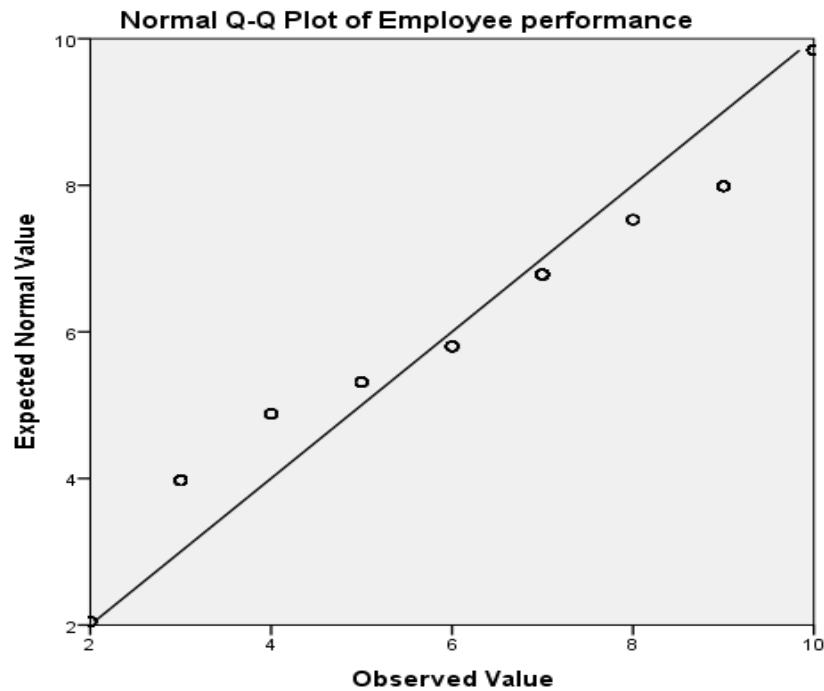


Figure 4.1: Normal QQ Plot of Employee Performance

4.6.2 Multicollinearity, Tolerance and VIF

Multicollinearity is a statistical phenomenon in which two or more predictor variables in a multiple regression model are highly correlated. In this situation the coefficient estimates may change erratically in response to small changes in the model or the data (Farrar & Glauber, 2005). Mathematically, a set of variables is perfectly multicollinear if there exists one or more exact linear relationships among some of the variables. Multicollinearity test helps to reduce the variables that measure the same things and also checks model redundancy (Robert, 2007)

Multicollinearity in the regression model was detected by testing the R² value and analyzing the correlation matrix (Ghozali, 2002). Tolerance values and VIF were also used to measure multicollinearity. The tolerance values are a measure of the correlation between the predictor variables and can vary between 0 and 1. The closer to zero the tolerance value is for a variable, the stronger the relationship between the two predictor variables (Van Horne, 1998).

From the findings all the five variables had a tolerance and VIF value of 1 indicating that there exist a strong relationship between the dependent variable (Employee performance) and the independent variables (ILP, ILM, JLM and JLP).

Table 4. 19: Multicollinearity, Tolerance and VIF

Study Variable	Collinearity Statistics	
	Tolerance	VIF
ILP	1.000	1.000
ILM	1.000	1.000
JLM	1.000	1.000
JLP	1.000	1.000

4.6.3 Heteroscedasticity

Heteroscedasticity means that previous error terms are influencing other error terms and this violates the statistical assumption that the error terms have a constant variance. This

was checked using normal P plots and scatter diagrams and there was no evidence of heteroscedasticity. The Variance inflation factor (VIF) was checked in all the analysis and it ranged from above 1 to 4 which is not a cause of concern.

4.7 Inferential Tests

Inferential statistics are a set of methods used to make generalization, estimate, prediction or decision. In statistics, statistical inference is the process of drawing conclusions from data that are subject to random variation, for example, observational errors or sampling variation (Upton, 2008). More substantially, the terms statistical inference, statistical induction and inferential statistics are used to describe systems of procedures that can be used to draw conclusions from datasets arising from systems affected by random variation, such as observational errors, random sampling, or random experimentation (Freedman, 2008). Initial requirements of such a system of procedures for inference and induction are that the system should produce reasonable answers when applied to well-defined situations and that it should be general enough to be applied across a range of situations. Inferential statistics are used to test hypotheses and make estimations using sample data. Thus, we use inferential statistics to make inferences from our data to more general conditions. In this study inferential analysis was conducted through the use of correlation and regression analysis to determine the relationship between the dependent and other variables as used in the study.

4.7.1 Correlation Test

Correlation refers to any of a broad class of statistical relationships involving dependence. The correlation ratio is able to detect almost any functional dependency, and the entropy-based mutual information, total correlation and dual total correlation are capable of detecting even more general dependencies (Croxton *et al.*, 1968). These are sometimes referred to as multi-moment correlation measures, in comparison to those that consider only second moment (pair wise or quadratic) dependence. The Pearson correlation coefficient indicates the strength of a linear relationship between two variables, but its value generally does not completely characterize their relationship (Mahdavi, 2013). The coefficient of determination was used to measure how well the regression line represents the data. If the regression line passes exactly through every point on the scatter plot, it would be able to explain all of the variation. The further the line is away from the points, the less it is able to explain. The p - values were used to measures the hypotheses of the study.

Correlation analysis for individual Level polychronicity

The study sought to find out the correlation of individual polychronicity and employee performance. The scatter diagram (Figure 4.2) shows the correlation of individual polychronicity and employee performance. The scatter plot figure shows that there is a positive relationship between individual polychronicity and employee performance.

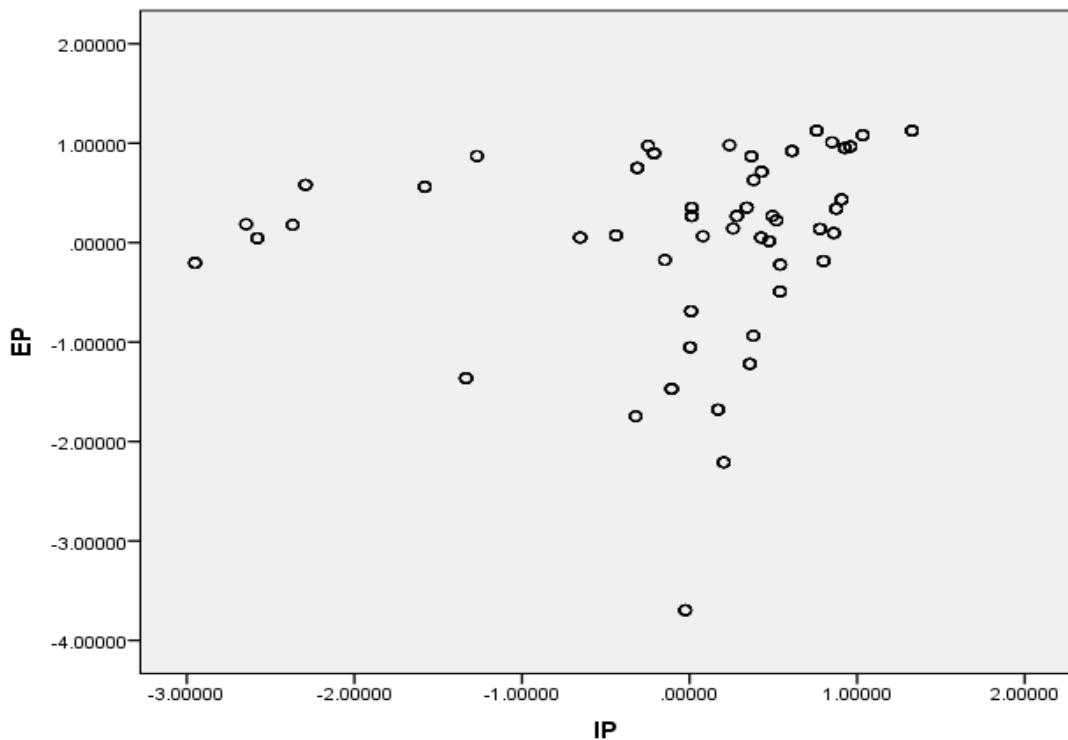


Figure 4.2: Scatter diagram for Individual Polychronicity

Pearson correlation coefficient was used to gauge the relationship between employee individual level polychronicity and employee performance. The results indicated that individual level polychronicity has a significant positive relationship with employee performance in the service state corporations in Kenya. This was indicated by Table 4.21, which show that the p-value was at $P=0.00$ and this meets the threshold since $p<0.05$. The p -value is the magnitude of the error made by saying that the effects of the explanatory variables are not equal to zero. The positive relationship was represented by correlation coefficient of 0.941, and the number of respondents considered was 342. The

results corroborates with the findings of Love *et al*, (2011) which indicated that individual level polychronicity improves employee performance.

Table 4. 21: Correlation between Individual Level Polychronicity and Employee Performance

		EP	ILP
Employee Performance	Pearson Correlation	1	.941
	Sig. (2-tailed)		0.00
	N	342	342
Individual Level Polychronicity	Pearson Correlation	.941	1
	Sig. (2-tailed)	.000	.
	N	342	342

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

4.7.2 Correlation analysis for Individual level Monochronicity

A scatter diagram to show the correlation for individual level monochronicity and employee performance was generated. The scatter diagram (Figure 4.3) shows the correlation for individual level monochronicity and employee performance. The figure shows that there is a positive relationship between individual level monochrony and employee performance.

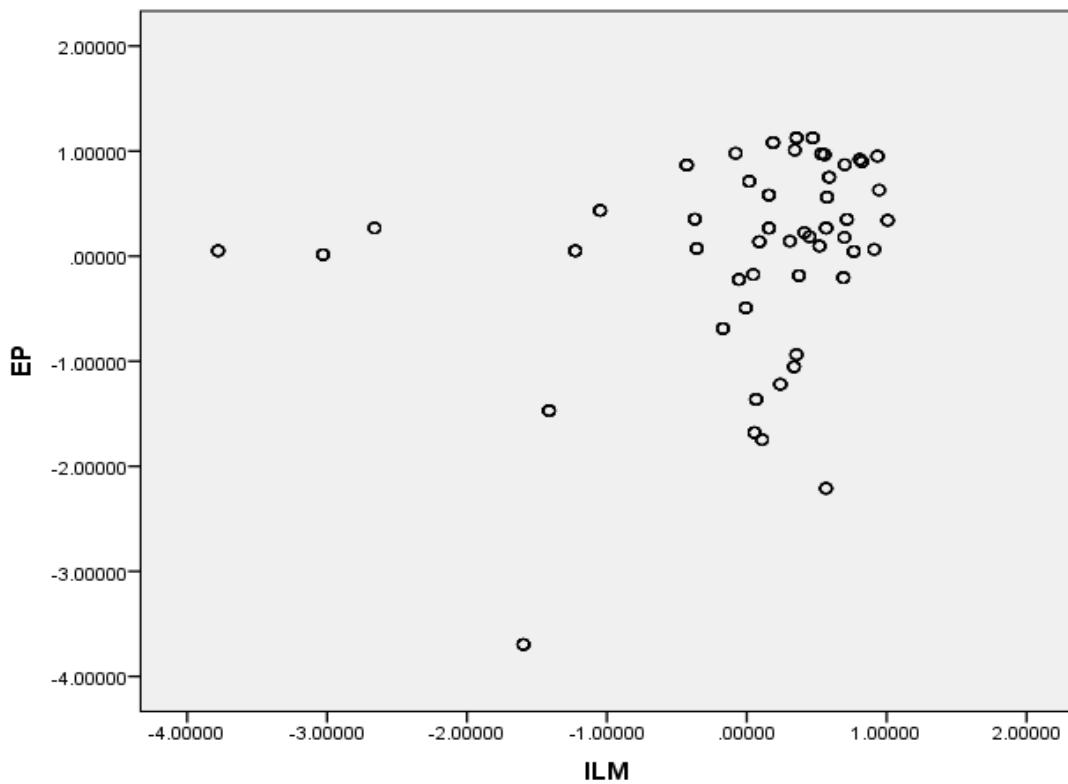


Figure 4. 3: Scatter diagram for Individual Level Monochronicity

Pearson correlation coefficient was used to gauge the relationship between individual level monochronicity and employee performance. The results indicated that individual level monochronicity has a significant positive relationship with employee performance. This was indicated by table 4.21, which show that the precision under consideration was $p=0.000$ and this meets the threshold since $p<0.05$. The positive relationship was represented by correlation coefficient of .933 and the number of respondents considered was 342.

Table 4. 22: Correlation Analysis between Individual Level Monochronicity and Employee Performance

		EP	ILM
Employee Performance	Pearson Correlation	1	.933
	Sig. (2-tailed)	0.00	
	N	342	342
Individual level Monochronicity	Pearson Correlation	.933	1
	Sig. (2-tailed)	.000	.
	N	342	342

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

Correlation analysis for Job level Monochronicity

The scatter diagram (Figure 4.4) shows the correlation for job level monochronicity and employee performance. The figure indicates that there is a positive relationship between job level Monochronicity and employee performance.

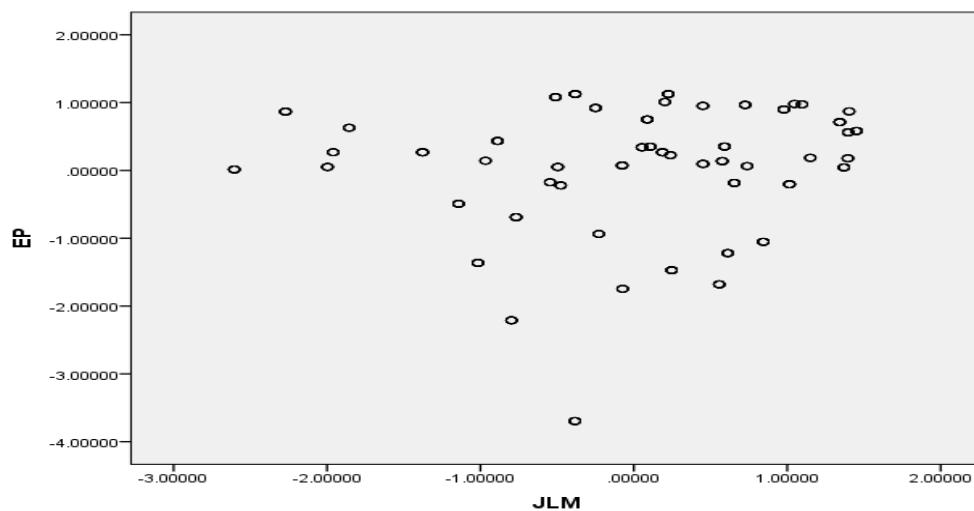


Figure 4. 4: Job level monochronicity correlation results

Pearson correlation coefficient was used to gauge the relationship between job level monochronicity and employee performance. The results indicated that job level monochronicity has a significant positive relationship with employee performance. This was indicated by Table 4.23, which show that the precision under consideration was at $p=0.000$ and this meets the threshold since $p<0.05$. The positive relationship was represented by correlation coefficient of 0.963, and the number of respondents considered was 342. The results corroborates with the findings of Cohen (2007) which indicated that job level monochronicity has an influence on employee performance

Table 4.23: Correlation between Job Level Monochronicity and Employee Performance

		EP	JLM
Employee Performance	Pearson Correlation	1	.963
	Sig. (2-tailed)	0.00	
	N	342	342
Job level Monochronicity	Pearson Correlation	.963	1
	Sig. (2-tailed)	.000	.
	N	342	342

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

Correlation for Job Level Polychronicity

The study sought to find out the correlation of job level polychronicity and employee performance. The scatter plot figure (4.5) shows the correlation of job level polychronicity and employee performance. It shows that there is a positive relationship between job level polychronicity and employee performance.

Scatter diagram for Job level Polychronicity

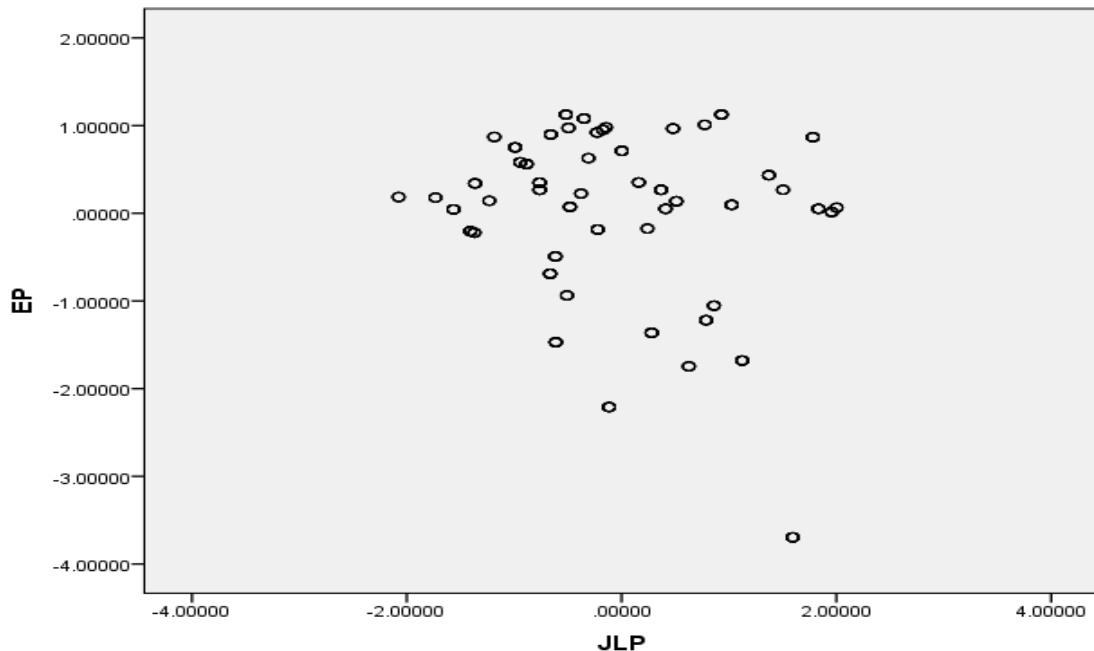


Figure 4. 5: Job level Polychronicity correlation results

Pearson correlation coefficient was used to gauge the relationship between Job level polychronicity and employee performance. The results indicated that job level polychronicity has a positive significant relationship with employee performance. This is indicated on Table 4.24. The precision under consideration was at $p=0.000$ and this meets the threshold since $p<0.05$, the relationship was represented by correlation coefficient of .895, and the number of respondents considered was 432. The variable concurs with the findings of Monari (2007) which indicated that job level polychronicity has a significant influence on employee performance.

Table 4. 24: Correlation between Job level Polychronicity and Employee Performance.

		EP	JLP
Employee Performance	Pearson Correlation	1	
			.895
	Sig. (2-tailed)		
		0.00	
	N	342	342
Job level Polychronicity	Pearson Correlation	.895	1
		.000	.
	N	342	342

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

Results in (Table 4.25) revealed that there was a positive and significant relationship between individual level monochronicity and employee performance ($\rho=0.933$, p value<0.05). This implies that a unit increase in individual level monochronicity increased employee performance by 93.3%. Secondly, there was a positive significant relationship between job level monochronicity and employee performance ($\rho =0.963$, p value <0.05). This implies a unit increase in job level monochronicity increases employee performance by 96.3%. Thirdly there was a positive and significant relationship between job level polychronicity and employee performance ($\rho=-0.895$, p value <0.05). This implies that a unit change in job level polychronicity increases employee performance by 89.5%. Finally, there was a positive and significant relationship between individual polychronicity and employee performance ($\rho = 0.941$, p value <0.05). This implies that a unit change in individual polychronicity increases employee performance by 94.1%. Since none of the independent variables had a

correlation coefficient greater than + or – 0.7 then the variables had no multicollinearity problem. This gives data clearance for further tests. (Table 4.24) shows the correlation matrix of all the variables.

Table 4. 25: Correlation Analysis

		EP	JLP	ILM	JLM	ILP
EP	Pearson Correlation	1	.895**	0.933**	.963**	.941**
	Sig.(2-tailed)	0.000	0.000	0.000	.000	0.000
	N	342	342	342	342	342
JLP	Pearson Correlation	0.895**	1	0.909**	0.862**	0.819**
	Sig.(2-tailed)	0.000		0.000	0.000	0.000
	N	342	342	342	342	342
ILM	Pearson Correlation	0.933**	0.909**	1	0.893**	0.894**
	Sig.(2-tailed)	0.000	0.000		0.000	0.000
	N	342	342	342	342	342
JLM	Pearson Correlation	0.963**	0.862**	0.893**	1	0.934**
	Sig.(2-tailed)	0.000	0.000	0.000		0.000
	N	342	342	342	342	342
ILP	Pearson Correlation	0.941**	0.819**	0.894**	0.934**	1
	Sig.(2-tailed)	0.000	0.000	0.000	0.000	
	N	342	342	342	342	342
EP	Pearson Correlation	1	0.895**	0.933**	.963**	0.941**

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

4.7.3 Regression Analysis

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables notably, individual level monochronicity, individual level polychronicity, job level monochronicity and Job level polychronicity on the dependent variable which is employee performance. According to Marshall and

Rossman (2006) regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. In interpreting the results of multiple regression analysis, the R^2 squared was used to check how well the model fitted the data. Therefore, it is interesting to know if the independent variables (recruitment and selection, reward management, performance management, training and development), and employee satisfaction a mediating variable relate to the dependent (organizational citizenship behaviour development). The coefficient of determination, R^2 was used in this study as a useful tool because it gives the proportion of the variance (fluctuation) of one variable that is predictable from the other variable. It is a measure which allowed us to determine how certain one can be in making predictions from a certain model/graph. The coefficient of determination is the ratio of the explained variation to the total variation. The coefficient of determination is such that $0 < R^2 < 1$, and denotes the strength of the linear association between x and y. The regression analysis results were presented using a scatter plot diagram, regression model summary tables, Analysis of Variance (ANOVA) table and beta coefficients tables.

Regression Analysis for Individual level Monochronicity versus Employee Performance

H₁: Individual Level Monochronicity has a significant effect on Employee Performance

Regression analysis was conducted to determine whether there is significance relationship between individual level monochronicity and employee performance. Figure 4.6 illustrates scatter plot diagram of regression analysis results of significance of individual level monochronicity versus Employee performance. The Figure 4.6 presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. This implies that there is a positive linear relationship between individual level monochronicity and employee performance.

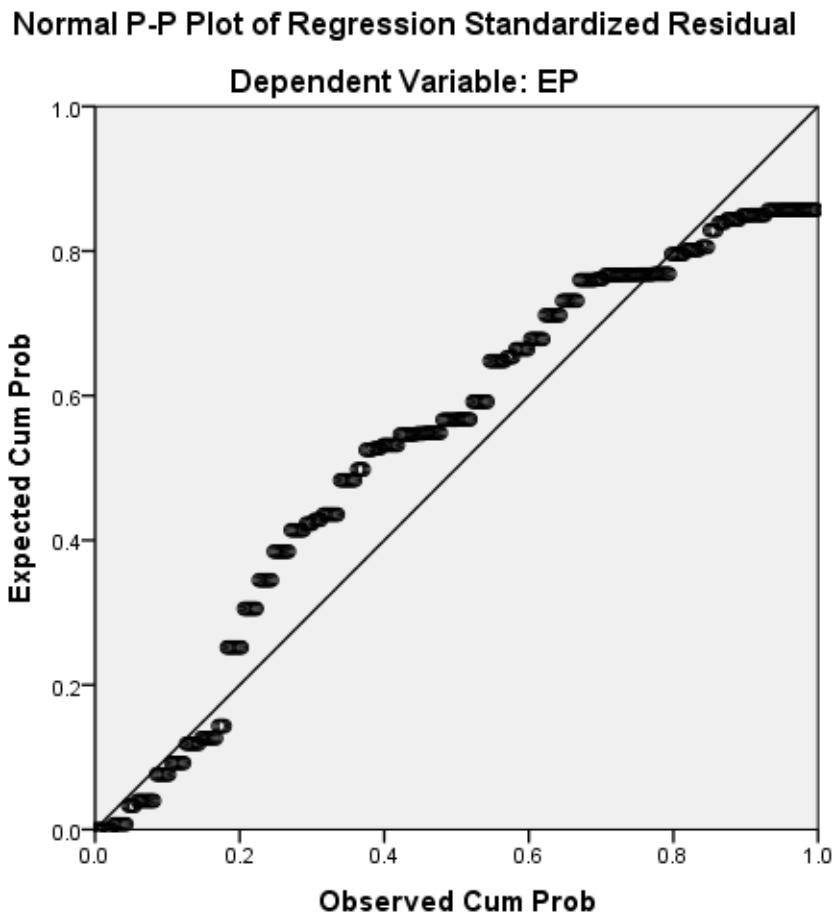


Figure 4. 6: Regression Model on individual level monochronicity versus employee Performance.

Table 4.26 presents the regression model on individual level monochronicity versus employee Performance. As presented in the table, the coefficient of determination R square is 0.871 and R is 0.933 at 0.05 significance level. The coefficient of determination indicates that 87% of the variation on employee performance is influenced

by individual level monochronicity. This implies that there exists a positive significant relationship between individual level monochronicity and employee performance.

Table 4. 26: Summary model for individual level Monochronicity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.933 ^a	0.871	0.870	0.93006
a. Predictors: (Constant), ILM				
b. Dependent Variable: EP				

The Analysis of variance (ANOVA) results as shown in Table 4.26 further confirms that the model fit is appropriate for this data since p-value of 0.00 which is less than 0.05 with 341 degrees of freedom. This implies that there is a significant positive relationship between individual level monochronicity and employee performance.

Table 4. 20: Analysis of variance (ANOVA) between Individual level Monochronicity and Employee Performance

Model		Sum Squares	of	Df	Mean Square	F	Sig.
1	Regression	1987.160		1	1987.160	2297.274	.000 ^b
	Residual	294.103		340	.865		
	Total	2281.263		341			

- a. Dependent Variable: EP**
b.Predictors :(Constant ILM)

The results further indicate that individual level monochroicity has positive and significant effects on employee performance (Table 4.27). Thus H₁: Individul level monochronicity has a significant effects on employee performance is accepted.The fitted model Y=1.853+0.305*X1. This implies that a unit change in individual monochronicity will increase employee performance by the rate of 0.305.

Table 4. 21: Coefficient for Individual Level Monochronicity

Coefficients ^a				T	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	1.853	.128		14.518 .000
	ILM	.305	.006	.933	47.930 .000
a. Dependent Variable: Employee performance					

In terms of significant associations found between individual level monochroicity versus employee Performance with regard to the entire tested sample, it was concluded that:

alternative hypothesis I, that “individual level monochroicity has a significant effect on employee performance” is accepted. This corroborates findings by Kristof-Brown *et al*, (2005) that adoption of individual level monochronicity by an organizations lead to enhanced employee production.

Waller (2010) on perceived fit between individual level chronicity and time oriented expectations found out that the greater the perceived fit, the greater the employee’s organizational commitment. When employees are committed to their employer, they will deliver higher levels of performance. Highly committed employees can help an organization achieve much more each year than employees with average or low commitment. Poposki and Oswald (2010) argue that although one’s cultural values largely influence beliefs, individual preferences may differ from cultural norms. Additionally, these researchers reason that personal preference and the belief that others should also comply with that preference are distinct concepts. This therefore means an employee may be socialized in a polychromic society but have personal preference of monochrons. This may explain the presence of equally large numbers of individual monochromic employees in the service state corporations.

Regression Analysis job level Monochronicity versus Employee performance

H₁: job level Monochronicity has a significant effect on Employee Performance.

Regression analysis was conducted to determine whether there is significance relationship between job level monochronicity and employee performance. Figure 4.7 illustrates scatter plot diagram of regression analysis results of significance of job level

monochronicity versus Employee performance. The Figure 4.6 presents that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. This implies that there is a positive linear relationship between job level monochronicity and employee Performance

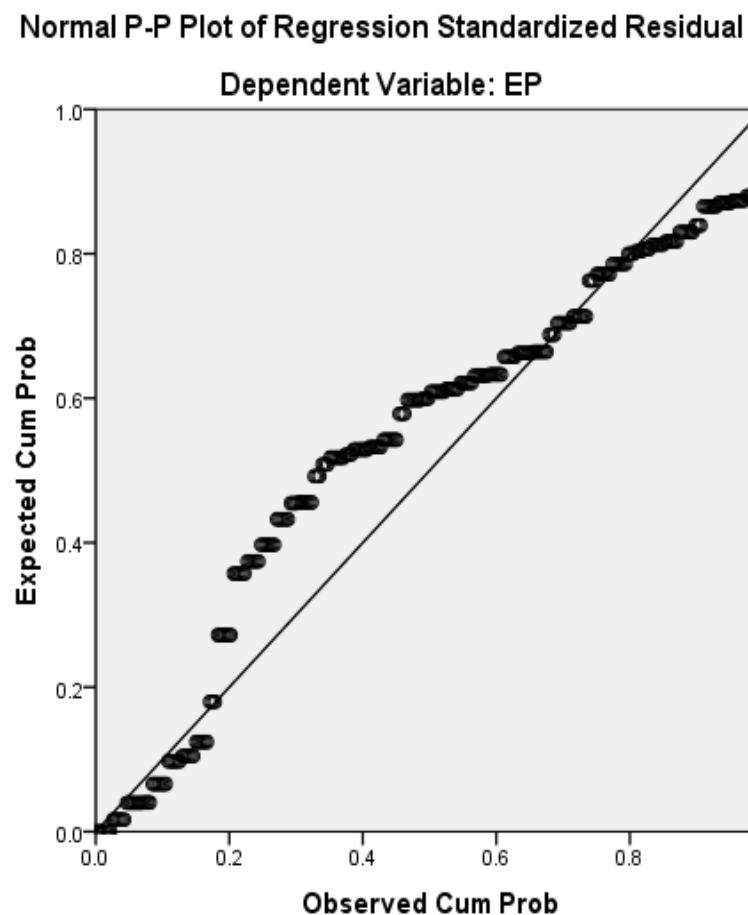


Figure 4.7: Regression Model on job Level Monochroicity versus Employee Performance

Table 4.28 presents the regression model on job level monochroicity versus employee Performance. As presented in the table, the coefficient of determination R square is 0.927 and R is 0.963 at 0.05 significance level. The coefficient of determination indicates that 92.6 % of the variation on employee performance is influenced by job level monochronicity. This implies that there exists a positive significant relationship between job level monochronicity and employee performance.

Table 4. 22: Summary model for Job Level Monochronicity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.926	.70141

a. Predictors :(Constant), JLM
 B. Dependent Variable: EP

The Analysis of variance (ANOVA) results as shown in Table 4.29 further confirms that the model fit is appropriate for this data since p-value of 0.000 which is less than 0.05, with 347 degrees of freedom. This implies that there is a significant positive relationship between individual level monochronicity and employee performance.

Table 4. 23: Analysis of variance (ANOVA) for Job Level Monochroicity versus Employee Performance.

		Sum Squares	of	Df	Mean Square	F	Sig.
Mode							
1	Regression	2113.989		1	2113.989	4296.879	.000
	Residual		167.274	340	.492		
	Total	2281.263		341			

a. Dependent Variable: EP

b.Predictors :(Constant) JLM

The results further indicate that individual level monochroicity has positive and significant effects on employee performance (Table 4.30). The fitted model $Y=.796 + .366 * X_1$. This implies that a unit change in individual monochronicity will increase employee performance by the rate of .366.

Table 4. 24: Job level monochronicity Coefficients

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	
1	(Constant)	.796	.109	7.322	.000
	JLM	.366	.006	963	65.551
					.000

Dependent Variable: Employee performance

In terms of significant associations found between job level monochroicity versus employee Performance with regard to the entire tested sample it was concluded that: alternative hypothesis I, that “job level monochroicity has a significant effect on employee performance” is accepted. This corroborates findings by Waller *et al.* (2007) that adoption of job level monochronicity by an organization leads to high employee performance.

Kaufman *et al.* (1991) introduced the term time personality to reflect individual differences in use of time, from strictly a behavioral perspective. Sanderson (2012) extended this construct to a multidimensional time personality to include differences in behavior, thoughts, and affect. He developed a multifaceted measure of time personality, called the Time Personality Indicator, consisting of five factors representing leisure time awareness, punctuality, planning, polychronicity, and impatience. An individual scoring high on this measure of time personality is characterized by being aware of time, governed by deadlines, managed by plans, engaging in many activities at the same time, and is generally hurried.

Regression Analysis Job Level Polychronicity versus Employee performance

H₁: Job Level Polychronicity has a significant effect on Employee Performance.

Regression analysis was conducted to determine whether there is significance relationship between job level polychronicity and employee performance. Figure 4.9 illustrates scatter plot diagram of regression analysis results of significance of job level polychronicity versus Employee performance. The Figure 4.6 shows that the line of best

of fit indicates an estimate line that is increasingly negatively upwards. This implies that there is a negative linear relationship between job level polychronicity and employee Performance.

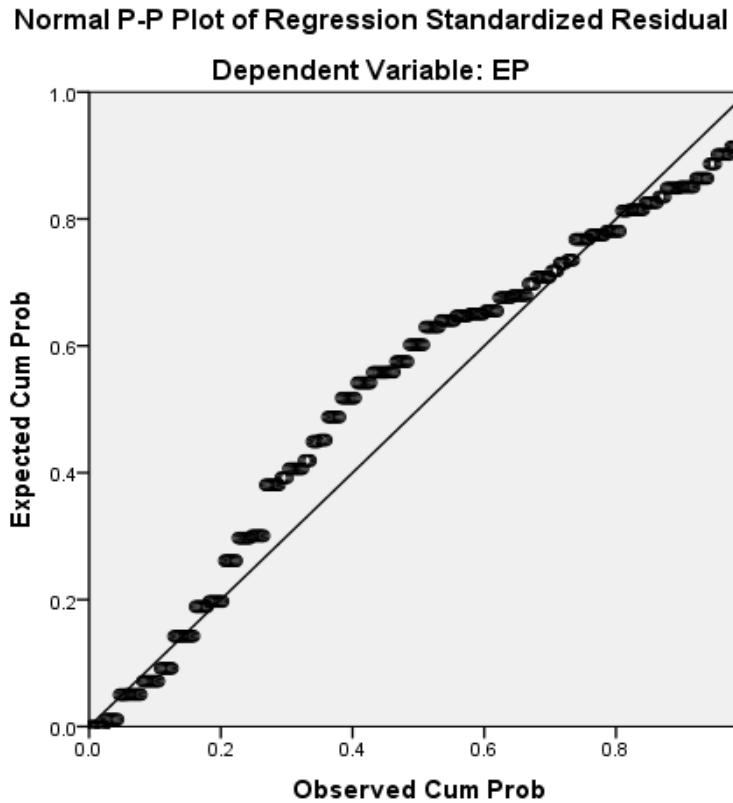


Figure 4. 9: Regression Model on Job level Polychronicity versus Employee Performance

Table 4.31 presents the regression model on job level polychronicity versus employee Performance. As presented in the table, the coefficient of determination R square is 0.802 and R is 0.895 at 0.05 significance level. The coefficient of determination indicates that 80.1 % of the variation on employee performance is influenced by job

level polychronicity .This implies that there exists a significant relationship between job level polychronicity and employee performance

Table 4. 25: Summary model for job level polychronicity

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.895 ^a	.802	.801	1.15324

a. Predictors: (Constant), JLP

b. Dependent Variable: EP

Analysis of variance (ANOVA) for Job level Polychronicity versus employee Performance was carried out. The results are shown in (Table 4.32). The results further confirms that the model fit is appropriate for this data since the p-value is 0.00 which is less than 0.05, with 341 degrees of freedom. This implies that there is a significant positive relationship between individual level polychronicity and employee performance in the service state corporations in Kenya.

Table 4.26: Analysis of variance (ANOVA) for Job level Polychronicity versus employee Performance.

		Sum of Squares	Df	Mean Square	F	Sig.
Mode						
1						
1	Regression	1829.076	1	1829.076	1375.283	.000
	Residual	452.187	340	1.330		b
	Total	2281.263	341			

a. Dependent Variable: EP

b. Predictors :(Constant) JLP

A coefficient for job level polychronicity was run. The results are shown on (Table 4.33). The results further indicate that job level Polychronicity has a significant positive effects on employee performance .The fitted model $Y= 2.480+0.249*X1$. This implies that a unit change in an employee's job level monochronicity will increase employee performance by the rate of 0 .249.

Table 4. 27: Job Level Polychronicity Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.480	.148		16.71	.000
	.249	.007	.895	37.08	.000

a. Dependent Variable: Employee performance

In terms of significant, associations found between job level polychronicity versus employee performance with regard to the entire tested sample it was concluded that: alternative hypothesis I, that “job level polychronicity has a significant effect on employee performance” is accepted. This agrees with the findings by Lindsay *et al*, (2007) that adoption of job level polychronicity by an organization polychronicity leads to high employee performance. According to König and Waller (2010) the fit between the time oriented preferences of an individual and the employing organization is predictive of performance. Results of research examining job level polychronicity as a predictor of job performance found that it predicts qualitative and quantitative productivity (Taylor *et al.*, 1984). Objective and subjective performance criteria, perceptual speed and accuracy and overall organizational performance is influenced by an employee’s individual polychronicity, (Kantrowitz *et al.*, 2012)

Regression Analysis on Individual Level Polychronicity versus Employee Performance

H₁: Individual level Polychronicity has a significant effect on Employee Performance.

Regression analysis was conducted to determine whether there is significance relationship between individual level polychronicity and employee performance. Figure 4.6 illustrates scatter plot diagram of regression analysis results of significance of individual level polychronicity versus Employee performance. The Figure 4.9 presents

that all the plots appear in the first quadrate and the line of best of fit indicates an estimate line that is increasingly positively upwards. This implies that there is a positive linear relationship between individual polychroicity level and employee Performance

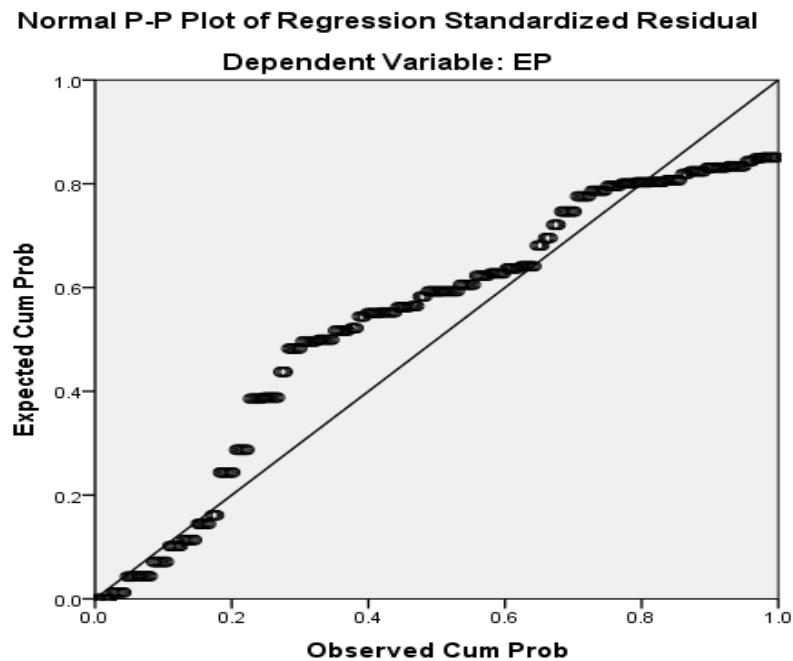


Figure 4.9: Regression Model on individual level polychroicity versus employee Performance

Table 4.29 presents the regression model on individual level polychroicity versus employee Performance. As presented in the table, the coefficient of determination R square is 0.885 and R is 0.941 at 0.05 significance level. The coefficient of determination indicates that 88.4% of the variation on employee performance is influenced by individual level polychroicity. This implies that there exists a positive

significant relationship between individual level and polychronicity employee performance.

Table 4. 28: Summary model for Individual level Polychronicity

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.941 ^a	.885	.884		.87992

a. Predictors: (Constant), IP

b. Dependent Variable: EP

The Analysis of variance (ANOVA) results as shown in (Table 4.35) further confirms that the model fit is appropriate for this data since p-value of 0.00 which is less than 0.05 with 341 degrees of freedom. This implies that there is a significant positive relationship between individual level polychronicity and employee performance.

Table 4. 29: Analysis of variance (ANOVA) for Individual level Polychronicity versus Employee Performance

Mode		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2018.015	1	2018.015	2606.377	.000 ^b
	Residual	263.249	340	.774		
	Total	2281.263	341			

a. Dependent Variable: EP

b. Predictors :(Constant), ILP

The results further indicate that individual level polychronicity has positive and significant effects on employee performance (Table 4.36). The fitted model $Y=.312+.357*X1$. This implies that a unit change in individual level polychronicity will increase employee performance by the rate of 0.357.

Table 4. 30: Individual Level Polychronicity Coefficients

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients	B	Standardized Coefficients		
	Std. Error		Beta		
1 (Constant)	.312	.148		2.109	.036
IP	.357	.007	.941	51.053	.000

a. Dependent Variable: Employee performance

In terms of significant associations found between individual level polychronicity versus employee Performance with regard to the entire tested sample it concluded that: alternative hypothesis I, that “individual level polychronicity has a significant effect on employee performance” is accepted. This corroborates findings by Kristof-Brown *et al*, (2005) that adoption of individual level polychronicity by an organization leads to enhanced employee performance.

Oswald *et al.* (2007) asserts that there are differences in the way individuals react to the pressures of multitasking due to non-cognitive differences and other differences that are based on cognitive differences such as cognitive ability, working memory, fluid intelligence, and the ability to prioritize and sequence tasks. In light of the nature of the

jobs in the current work environment, it is likely that an individual who demonstrates effective individual polychronicity is also likely to successfully multitask on the job, and thus receive favorable ratings of overall job performance.

4.8 Optimal Model

4.8.1 Multiple Linear Regressions for all Variables.

The study aimed at finding out the overall effect of the independent variables that is job level monochronicity, individual level monochronicity, individual level polychronicity and job level polychronicity on employee's performance.

The coefficient of determination $R^2 = .959$ and $R = .9790$ at 0.05 significant level. The model $Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ explained that 95.9% of the variation on employee performance among the service state corporations in Kenya is influenced by job level monochronicity, individual level monochronicity, individual level polychronicity and job level polychronicity. The remaining percentage of the variation can be explained by factors other than the one used in this study. This study therefore, shows overwhelming results which is supported by the results indicated in (Table 4.37)

Table 4. 31: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.959 .959	.959	.52419

Predictors: (Constant), IP, ILM, JLM, JLP
Dependent Variable: EP

The analysis of variance results Table 4.46 indicates that the model fit is significant at p=0.000, F=1991.292 with 341 degrees of freedom. This implies that individual level monochronicity, job level monochronicity, job level polychronicity and individual polychronicity have a significant and positive combined effect on employee engagement.

Table 4. 32: ANOVA for combined effect model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2188.663	4	547.166	1991.292	.000 ^b
	Residual	92.601	.337	.275		
	Total	2281.263	.341			

a Dependent Variable: EP
b Predictors: (Constant), IP, ILM, JLM, JLP

Results in Table 4.39 shows the regression coefficients results, in the Table B column shows the slope coefficients which indicate the nature of the relationship, the sig column indicate the significance level. The first hypothesis of the study stated that individual level monochronicity has a significant effect on employee performance. Results of the

study showed that there was a positive and significant relationship between individual level monochronicity and employee performance ($\beta = 0.069$, p value >0.05). This implies that a unit change in ILM increases employee performance by 0.069 units. The alternative hypothesis was accepted.

The second hypothesis of the study stated that job level monochronicity has a significant effect on employee performance. Results of the study showed a positive and insignificant relationship between job level monochronicity and employee performance ($\beta=0.176$, p value >0.05). This implies that a unit change in JLM increases employee performance by 0.176 units. The alternative hypothesis was accepted.

The third hypothesis of the study stated that job level polychronicity has a significant effect on employee performance. The study findings showed a positive and significant relationship between job level polychronicity and employee performance ($\beta=-0.036$, p value <0.05). This implies that a unit change in JLP increases employee performance by 0.036 units. The alternative hypothesis was accepted.

The fourth hypothesis of the study stated that there was significant relationship between individual level polychronicity and employee performance. Results of the study revealed a positive and significant relationship between ILP and employee performance ($\beta=0.080$, p value <0.05). This implies a unit change in individual Level polychronicity increases employee performance by 0.080 units. The alternative hypothesis was accepted.

Conte & Gintoft (2005) found out polychronic orientation is positively related to performance. In addition, there may be contextual workplace issues that impact this temporal construct (Schein, 1992). Bluedorn (2002) suggests that not only should an employee's individual-level chronicity (employee's personal preference for chronicity) must be considered, but also the job level of chronicity (occupation level). He further states that there are some jobs that have more of a monochronic orientation and some that have a polychronic orientation and require either personal preference or occupational level preference for good performance to result. This explains the strong positive, significant, relationship between workplace chronemic cultures and employee performance among the service state corporations in Kenya.

The overall model as shown on Table 4.40 indicated that individual level polychronicity, job level polychronicity, individual level monochronicity and job level monochronicity were highly significant at $p=0.000$, $p=0.000$, $p=0.00$ and $p=0.00$ respectively. The overall test result is shown by the following equation:
$$Y = 0.080X_1 + 0.069X_2 + 0.176 X_3 + 0.036 X_4.$$

Where;

Y is Employee Performance (EP), X_1 is Individual Level Polychronicity (ILP), X_2 Individul Level Monochronicity (ILM), X_3 is Job Level Monochronicity (JLM) and X_4 is Job Level Polychronicity (JLP)

Table 4. 33: Regression Coefficients matrix

Model	Unstandardize d Coefficients		Standardiz ed Coefficient s	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Cons tant)	.644	0.090	7.133	0.000		
	ILP	0.080	0.013	0.212	6.285	0.000	0.106
	ILM	0.069	0.011	0.212	6.287	0.000	0.105
	JLM	0.176	0.013	0.464	13.290	0.000	0.099
	JLP	0.036	0.008	.128	4.586	.000	0.154

4.9 Summary

This chapter has presented the analysis of the data collected and discussions of the findings. From the research findings above, the model is retained .This is because from the results of the study the results of data analysis confirmed the positive relationship between workplace chronemic cultures and employee performance among the service state corporations in Kenya. Individually level monochronicity, individual level polychronicity, job level monochronicity and job level polychronicity had a positive and significant effect on employee performance among state corporations

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of major findings of this study, sets out the relevant conclusions and makes recommendations for practice and suggestions for further research based on the findings of this study. The study sought to establish the relationship between workplace chronemic culture and employee performance among Service State Corporations in Kenya, where it established the relationship between individual level monochronicity, job level monochronicity, individual level polychronicity and job level polychronicity with employee performance.

5.2 Summary of Findings

The study sought to establish the relationship between workplace chronemics cultures and employee performance among Service State Corporations in Kenya. Specifically the study was guided by the following objectives; to investigate the influence of individual level polychronicity on employee performance, influence of job level polychronicity on employee performance, influence of individual level monochronicity on employee performance and the influence of job level monochronicity on employee performance.

The study adopted an explanatory research design using both quantitative and qualitative approach. The unit of observation was 15850 employees in 25 state owned corporations. The study adopted a simple random sampling technique. According to Mugenda and

Mugenda, (2003), Simple random sampling allows generalizability to a larger population with statistically determinable margin of error and allows use of inferential statistics. The sample size was 375 which was selected out of 15850 using the Krejciecies Morgan (1970) table of sample size. The data obtained was analyzed using both qualitative and quantitative analysis. Multiple regression models were used to test whether individual level polychronicity, job level polychronicity, individual level monochronicity and job level monochronicity have any influence on employee performance. It was found that workplace chronemic cultures had a significant relationship with employee performance in that all the identified factors are predictors of employee performance. Pearson correlation results indicated that job level monochronicity was leading with the highest influence on employee performance at 0.963, followed by individual level polychronicity at 0.941, then individual level monochronicity with a correlation coefficient of 0.933 and finally job level polychronicity at 0.895. The study concluded that all the variables had very prominent indicators of employee performance in the service State Corporations in Kenya.

The study also tested the hypothesized conceptual model and the independent variables had indices fit to the dependent variable that showed a combined significant influence suggesting that the variables studied had direct positive relationship. Based on the research findings it can be concluded that workplace chronemic culture is a positive significant predictor of employee performance. The findings of the study suggested that workplace chronemic culture was a significant area an employer should give attention to

in order to create an environment in which the employees can become more productive. The following are the specific breakdown of the summaries of the major findings based on the output of the descriptive and inferential statistical analyses guided by the research objectives to test the research hypothesis of the study.

5.2.1 Effect of individual level monochronicity on employee performance.

The study sought to establish the effect of individual level monochronicity on employee performance and to test the hypothesis that individual level monochronicity has a significant effect on employee performance. Factor analysis was done in order to reduce individual level monochronicity items to manageable and meaningful size, where all the 12 items met the threshold of 0.5 and above. Descriptive statistics were used to analyze this research objective and other subsequent analysis was done. Descriptive analysis showed that majority of the respondent were committed to their work ,had a clear vision of where the team was going ,agreed-upon and understood goals. When working under isolation, employees preferred working on one task at a time. Jobs that required multitasking usually put employees under pressure. Conflicting job instructions were found to be stressing while when too much was going on most employees usually got disorganized. During peak working hours most employees agreed to screening their calls while at work and only received important calls and daily activities were usually planned and they were divided on the belief that time is money.

The computed Chronbach's Alpha of the items of individual level monochronicity was 0.701. This meant a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between individual level monochronicity and employee performance with a Pearson correlation coefficient of 0.933 and a p- value of 0.000 and an R Square value of 0.871. This means that individual level monochronicity contributes to 87.1% of employee performance and is significantly positively correlated to employee performance. This implies that when employees are allowed to exercise their individual preference of monochronicity, these acts like an incentive, which encourages better performance and finally enhances a performance driven culture. This is because it helps to align individual preference on temporal time management to organizational goals as well as make the employees feel that their preferred chronicity is valued.

Therefore the study concludes that individual level monochronicity has a significant influence on employee performance since the p- value for the Pearson correlation coefficient was less than 0.05. This corroborates with Clegg (2008) study which conceptualized chronicity as an individual level trait because time, like values, is culturally ingrained into our cognitions, and form stable characteristics rather than transitory states. The greater perceived fit between individual chronicity and time oriented expectations, the greater the employee's organizational commitment. This implies that employees should be left to decide how to handle a certain task.

5.2.2 Effect of individual level polychronicity on employee performance

The study sought to establish the effect of individual level polychronicity on employee performance and to test the hypothesis that individual level polychronicity has a significant effect on employee performance. Factor analysis was done in order to reduce individual level polychronicity items to manageable and meaningful size, where all the 12 items met the threshold of 0.5 and above. Descriptive statistics were used to analyze this research objective and other subsequent analysis was done .Descriptive analysis showed that most respondents were committed to their team, valued personal relationships and did not miss out on welfare activities at workplace. The respondents preferred to be allowed to handle tasks according to their own preference with flexible schedules while participating in setting of goals brought about commitment. They participated fully when working in a team.

The computed Chronbach's Alpha of the items of individual level polychronicity was 0.833. This meant a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between individual level polychronicity and employee performance with a Pearson correlation coefficient of 0.941 and a p- value of 0.000 and an R Square value of 0.885.This means that individual level polychronicity contributes to 88.5% of employee performance and is significantly positively correlated to employee performance.. Therefore the study concludes that individual level polychronicity has a significant influence on employee performance since the p- value for the Pearson correlation

coefficient was less than 0.05, this implies that state service corporations in Kenya should respect and nurture an individual employees' polychronicity and not dictate how a certain task should be handled chronically. This corroborates findings by Kristof-Brown *et al*, (2005) that adoption of individual level polychronicity by an organization leads to enhanced employee performance. Oswald *et al.* (2007) asserts that there are differences in the way individuals react to the pressures of multitasking due to non-cognitive differences and other differences that are based on cognitive differences such as cognitive ability, working memory, fluid intelligence, and the ability to prioritize and sequence tasks. In light of the nature of the jobs in the current work environment, it is likely that an individual who demonstrates effective individual polychronicity is also likely to successfully multitask on the job, and thus receive favorable ratings of overall job performance. Lindbeck and Snower (2000) states that polychronicity has more recently received more attention as increasingly educated workers have begun to prefer jobs that can employ a variety of their skills as well as maintain their interest by offering a multitude of diverse responsibilities. This preference has largely changed the nature of specialized work, making employees more versatile, and the ability to multitask more important than ever.

5.2.3 Effect of Job level Monochronicity on Employee Performance.

The study sought to establish the effect of job level monochronicity on employee performance and to test the hypothesis that job level monochronicity has a significant effect on employee performance. Factor analysis was done in order to reduce individual

job monochronicity items to manageable and meaningful size, where all the 12 items met the threshold of 0.5 and above. Descriptive statistics were used to analyze this research objective and other subsequent analysis was done. Respondents agreed to getting disorganized when too much is going on. Achievement of goals was a motivator; clock guided the respondents as they worked while too many instructions seemed to confuse the respondents. Achievement of a task was a motivator to take upon another task though few respondents agreed to working many hours in a day in order to complete a task at a scheduled time.

The computed Chronbach's Alpha of the items of job level monochronicity was 0.701. This meant a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between job level monochronicity and employee performance with a Pearson correlation coefficient of 0.963 and a p- value of 0.000 and an R Square value of 0.927. This means that job level monochronicity contributes to 92.7% of employee performance and is significantly positively correlated to employee performance. Therefore the study concludes that job level monochronicity has a significant influence on employee performance since the p-value for the Pearson correlation coefficient was less than 0.05. This implies that service state corporations should put in place mechanisms to allow monochronic employees to handle task according to the monochronicity it demands. Thus job level monochronicity should be engaged for better performance.

The result agreed with the findings by Wickens (2002) who stated that some jobs require a certain type of chronicity in order for the task to be accomplished. A job may demand monochronicity skills meaning that job level monochronicity would be necessary for the task to be performed. Concurrent multitasking can result in “confusion of task elements, cooperation between task processes, and competition for task resources. Therefore, since job level monochronicity identifies which tasks should be carried out systematically, well scheduled and within a certain time frame, employee performance is positively affected.

5.2.4 Effect of Job level polychronicity on employee performance

The study sought to establish the effect job level polychronicity of on employee performance and to test the hypothesis that job level polychronicity has a significant effect on employee performance. Factor analysis was done in order to reduce job level polychronicity items to manageable and meaningful size, where all the 12 items met the threshold of 0.5 and above. Descriptive statistics were used to analyze this research objective and other subsequent analysis was done. Descriptive analysis showed that respondents consider an objective achieved if a task is possible, interruptions did not significantly affect an employees' work, relations among workmates at workplace was highly valued such that an employee will complete a conversation with a coworker even though it may delay their task completion. Conflicting job instructions stressed employees .On task performance employees agreed to putting things off which can be done at a later date while preferring to performing tasks when they feel ready for

them. Socialization was important such that respondents agreed to pause their work to accommodate socialization.

The computed Chronbach's Alpha of the items of job level polychronicity was 0.701. This meant a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between job level monochronicity and employee performance with a Pearson correlation coefficient of 0.895 and a p- value of 0.000 and an R Square value of 0.802. This means that job level polychronicity contributes to 80.2% of employee performance and is significantly positively correlated to employee performance. Therefore the study concludes that job level polychronicity has a significant influence on employee performance since the p-value for the Pearson correlation coefficient was less than 0.05. This implies that organizations should embrace an employees' preference in task handling.

The result corroborates the findings by Wickens and Hollcends (2008) who asserted that selective attention as the ability to concentrate on a task that is being carried out, while performing a secondary task that may be boring or distracting. Employees will concentrate on a main task. On the other hand it was found that employees would be comfortable to execute their tasks when they are ready. Readiness can be in terms of training. Training prepares one both mentally and psychologically to perform tasks. Organizations can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. This means that a job may demand a certain type of multitasking in order for the task to be carried out effectively.

5.3 Conclusion

Based on the findings, it can be concluded that workplace chronomic cultures greatly influence employee performance in the service state corporations in Kenya. This confirms the findings by Love (2008) that a worker's preferred chronicity greatly influences job output and should therefore be put into considerations when allocating tasks. The findings of this research support the findings of previous researchers that employers should understand their employees' chronicity so that they are able to tailor policies which enable a healthy coexistence between monochrons and polychrons (Purchell *et al.*, 2009).

Further it can be concluded that effectiveness of employee chronemic culture must incorporate the effects of both monochromic and polychromic culture at both individual and job level for overall improved organization performance. Therefore, an employees' chronemic culture must be supported and encouraged at all levels of the organization. An organization which encourages an employees' chronicity will win the benefits of augmented employee engagement leading to high productivity. A positive outcome is dependent on a chronemic culture that is supportive of allowing employees to embrace their preferred chronicity either monochronicity or polychronicity at both individual and job level.

This study elicits the key determinants of employee performance, which can be nurtured by the managers and employers to provide a conducive work environment for the employees to become positively engaged in their temporal time. Hence this study widens

the scope of identifying measures that will enhance organization factors like individual level polychronicity, job level polychronicity individual level monochronicity and job level monochronicity, Therefore service state corporations have to invest in building a harmonious environment that will produce an environment conducive for peaceful coexistence of both monochronic and polychromic work cultures. Studies by Park (2007) indicate that both monochrons/polychrons can achieve well and their goal congruence increased when left to work in their preferred manner.

All variables used in this study were found to significantly influence employee performance and therefore, all the null hypotheses were rejected. This study has contributed to the empirical literature reviewed and various theories used in the study. The findings of this study supports. The Theory of Reasoned Action which proposes that both monochrons and polychrons need to coexists and adapt in order to exhibit positive outcomes. This therefore implies that the two cultures should strive to coexist and adapt to each other for improved employee performance in the service state corporations in Kenya. The study concludes that the relationship between workplace chronemic cultures and employee performance among service state corporations in Kenya is positive and significant.

5.4 Recommendations

The following recommendations were made based on the findings and conclusions of the study:

Since the result showed that the relationship between workplace chronemic culture played a critical role in employee performance in Service State Corporations in Kenya, creating an enabling organizational work environment for an employees' chronicity would go to a great extend in improving performance. HR managers of the State Service Corporations and other employee relations firms need to foster the formation of an intensive social network among employees on the need for adaptability and coexistence of both monochronic and polychromic employees. This will assist them in promoting intra-personal chronicity. The State Corporations in Kenya, through their respective mother Ministries thus needs to lobby for the employee chronemic cultures policies for the public service commission that emphasizes selection practices which are important in shaping employee perceptions of temporal time management.

Currently, there is no philosophy or Policy statement on temporal time management. In the Service state corporations. Policies should be implemented including their ability to assimilate technology to enable them create and set opportunities for social advancement, economic development, growth and individual fulfillment. Thus, it is critical for the government and even the private sector organizations to invest extensively in employee chronemic cultures by emphasizing and promoting the culture of giving employee freedom to carry out their tasks unlike the current trend where

employees are forced to be monochronic. This will flourish the atmosphere of complementary workplace chronemics.

In the past, Kenyan Public Service had paid scanty attention to temporal time management. As part of the Reform initiatives by the Government, employee chronicity should take centre stage as a priority area for the Government in its efforts to respond to the needs of the Public in terms of service delivery. In order to tie this entire process to employee performance, it is recommended that both monochronicity and polychronicity strategies be linked to the socialization process. This can be achieved by putting in place temporal time dialogue process which includes a participative process between an employee and line management.

The focus of task performance is usually viewed without regards to employee's chronicity preference .An employee should be allowed to decide how to manage his temporal time since tasks require different approach in terms of chronicity. Thus, the service State Corporations need to focus on professional dialogue designed to aid the mentors in developing specific professional skills to enhance both monochronicity and polychronicity. There is need to develop a relational-oriented training and concept of connections. Such policies will also help employees from different functions internalize organizational value of each task accordingly in terms of chronicity.

5.5 Areas for further research

This study contributes to the body of knowledge both in methodology, theory and practice. From this study it is recommended that scholars and practitioners in human resources management should actively engage in joint research that will be used to assist employees to respect each other's' temporal time management and peaceful coexistence among both monochronic and polychromic work cultures in an organizational. This study is a milestone for future research in this area, particularly in Kenya. This study was done in service state corporations in Kenya; similar studies can be done in other sectors of the economy such as the private sector, Non-Governmental Organizations (NGOs) and other countries. The study also recommends the need for further research as a major line of inquiry on the reason why employee chronicity is not given the importance as a key contributor to employee performance in the state service corporations.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Questionnaire for organisational employees

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

PART A: Background Information

1. Name..... (Optional)

2. Gender:

Male []

Female []

3. Job Title.....

4. Number of years you have worked for the corporation

Less than 2 years []

2 to 10 years []

11 to 20 years []

More than 20 years []

5. Level of Education

KCSE []

Certificate/Diploma []

Degree []

Others (Please specify).....

PART B: Corporation's Background

1. Name of the corporation.....
2. Year of establishment.....
3. What is the total number of employees in this corporation?
.....
4. What was the position of the corporation in the previous performance rating
.....
5. Give your job details
Department.....
Designation.....

GENERAL ATTITUDE

PART C: INDIVIDUAL LEVEL MONOCHRONICITY

Please indicate the extent to which you agree/disagree with the following statement on Individual level monochronicity.(Strongly disagree=1, Moderately Disagree =2, slightly Disagree =3, Neither agree nor Disagree=4, Slightly Agree=5, Moderately Agree = 6, Strongly Agree=7)

	Statement	7	6	5	4	3	2	1
1	I am committed to my work							
2	I have a clear vision of where the team is going and agreed-upon and understood goals;							
3	I respect other employees time							
4	I regularly set and measure attainment of goals							
5	I work on one task at a time no matter how heavy the workload is							
6	I work best under isolation							
7	I get stressed when a job requires multitasking							
8	Conflicting job instructions stress me							
9	I usually get disorganized when too much is going on							
10	I screen my calls while at work							
11	I like to plan my daily activities so that I know when to perform each activity							
12	I believe time is money and it should be earned							

PART D: JOB LEVEL MONOCHRONICITY

Please indicate the extent to which you agree/disagree with the following statement on Job level monochronicity (Strongly disagree=1, Moderately Disagree =2, slightly Disagree =3, Neither agree nor Disagree=4, Slightly Agree=5, Moderately Agree = 6, Strongly Agree=7)

	Statement	7	6	5	4	3	2	1
1	When too much is going on I become disorganized.							
2	Crowds make me uncomfortable							
3	I evaluate my performance at the end of each day							
4	I am motivated by achievement of goals							
5	I am guided by the clock as I perform my tasks							
6	Too much instructions make it impossible for one to keep up with things							
7	When working on a project, I take one activity at a time							
8	When a job demands multitasking I usually get irritable.							
9	I prefer to work on my own rather than in teams							
10	I am motivated by an achievement to take upon another task							
11	I will work many hours in a day in order to complete a task at a scheduled time							
12	Noises do not bother me when am doing my work							

PART E: JOB LEVEL POLYCHRONICITY

Please indicate the extent to which you agree/disagree with the following statement on Job level polychronicity (Strongly disagree=1, Moderately Disagree =2, slightly Disagree =3, Neither agree nor Disagree=4, Slightly Agree=5, Moderately Agree = 6, Strongly Agree=7)

	Statement	7	6	5	4	3	2	1
1.	Schedule is not important as long as a task is accomplished							
2.	I consider an objective achieved if a task is possible							
3.	Interruptions do not affect my work							
4	I hardly feel time pressured when interrupted as I work							
5	I value relations with my workmates at workplace							
6	I will complete a conversation with a coworker even though it may delay my task completion							
7	I get stressed when job instructions are conflicting							
8	I put things off which can be done at a later date							
9	I prefer performing tasks when I feel ready for them							
10	As long as I am working on my assigned task, reaching my goals each day does not bother me							
9	I often change from one activity to another							
10	I usually pause my work to accommodate socialization							
11	I will pick a call while attending a meeting							
12	I work with my office door open							

PART F: INDIVIDUAL POLYCHRONICITY

Please indicate the extent to which you agree/disagree with the following statement on Individual level polychronicity. (Strongly disagree=1, Moderately Disagree =2, slightly Disagree =3, Neither agree nor Disagree=4, Slightly Agree=5, Moderately Agree = 6, Strongly Agree=7)

	Statement	7	6	5	4	3	2	1
1	I value personal relationships							
2	I am committed to my team							
3	My schedules are flexible							
4	I participate in setting and commit to goals							
5	I believe it is best for one to be given multiple tasks to complete							
6	I change plans often and easily							
7	I participate fully when working in a team							
8	I believe that I should be allowed to handle tasks according to my own preference							
9	I prefer flexible schedules to rigid schedules							
10	I value welfare associations at my workplace							
11	I do not miss out on welfare activities at workplace							
12	I value break time no matter the timeframes to meet a goal							

PART G: EMPLOYEE PERFORMANCE

Please indicate the extent to which you agree/disagree with the following statement on employee performance in your organization. (Strongly disagree e=1, Moderately Disagree =2, slightly Disagree =3, Neither agree nor Disagree =4, Slightly Agree =5, Moderately Agree = 6, Strongly Agree =7) Please tick (✓) where applicable.

	Statement	7	6	5	4	3	2	1
	Job performance							
1	Obtaining accurate information to do my job leads to high job performance							
2	Getting appropriate information to do my job leads to high job performance							
3	Getting timely information to complete my job leads to high job performance							
4	Accessing information to do my job leads to high job performance							
5	Inspiration from management leads to high job performance							
6	Getting an opportunity to contribute to decisions that affect my job leads to high job performance							
7	Being aware of the organizational objectives, mission and vision leads to high job performance							
	Task performance							
8	Setting appropriate priorities leads to high task performance.							
9	Using time effectively leads to high task performance.							
10	Consulting with supervisors and coworkers leads to high task performance							
11	Working under minimal supervision leads to high task performance							
12	Effectively collaborating with other department members leads to high task performance							
13	Dealing effectively and professionally with employees in other areas leads to high task performance							

	Statement	7	6	5	4	3	2	1
14	Responding appropriately to feedback on job performance leads to high task performance							
	Contextual task performance							
15	Identifying problems at workplace leads to high performance							
16	Proposing solutions to problems leads to high performance							
17	Taking appropriate action on problems as necessary leads to high performance							
18	Offering appropriate assistance to new employees leads to high performance							
19	Working to establish and maintain a positive relationship with all employees leads to high performance							
20	Dealing appropriately with sensitive situations at workplace leads to high performance							

APPENDIX II: TABLE FOR DETERMINING THE NEEDED SIZE OF A RANDOMLY CHOSEN SAMPLE FROM A GIVEN FINITE POPULATION

Population	Sample	Population	Sample	Population	Sample
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10 000	370
150	108	750	254	15 000	375
160	113	800	260	20 000	377
170	118	850	265	30 000	379
180	123	900	269	40 000	380
190	127	950	274	50 000	381
200	132	1000	278	75 000	382
210	136	1100	285	1 000 000	384
Population	Sample	Population	Sample	Population	Sample

Source: Krejcie, R. V., & Morgan, D. W. (1970)

APPENDIX III: LIST OF SERVICE STATE CORPORATIONS

1. Agriculture Development
2. Corporation Bomas of Kenya
3. Central Water Services Board
4. Coast Water Services Board
5. Kenya Ferry Services
6. Kenya Tourist Board
7. Nairobi Water Services Board
8. National Aids Control Council
9. National Council for Law Reporting
10. Water Resources Management Authority
11. Water Services Trust Fund
12. National Sports Stadia Management Board
13. Northern Water Services Board
14. Rift Valley Water Services Board
15. Teachers Service Commission
16. Moi Teaching and Referral Hospital
17. Local Authorities Provident Fund
18. Kenya National Library Services
19. Lake Victoria South Water Services Board
20. Kenya National Examination Council
21. Kenya Wildlife Service
22. Lake Victoria North Water Services Board
23. Kenyatta National Hospital
24. Higher Education Loans Board
25. Kenya Accountants and Secretaries National Examination Board

APPENDIX IV: INTRODUCTION LETTER

Dear Sir/Madam,

This is to request you to fill the following questionnaire. I am conducting this research for a Doctorate thesis in Human Resource Management. The thesis title is Relationship between Workplace Chronemic Culture and Employee Performance among Service State Corporations in Kenya. You have been selected among other individuals to respond to questions about work chronemics in your organisation and your work life.

Your answers are very important for the study and will be kept strictly confidential and anonymous.

Thank you for your cooperation.

Christine Ngari

APPENDIX VI: EMPLOYEE PERFORMANCE

	Strongly disagree	Moderately Disagree	Slightly Disagree	Neither agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Obtaining accurate information to do my job leads to high job performance	0.0	0.0	0.0	1.2	4.7	18.1	76
Getting appropriate information to do my job leads to high job performance	0.0	0.0	0.0	2.3	5.6	16.1	76
Getting timely information to complete my job leads to high job performance	0.0	0.0	2.3	0.0	7.9	25.7	64
Accessing information to do my job leads to high job performance	0.0	0.0	0.0	2.3	7.6	20.5	69.6
Inspiration from management leads to high job performance	0.0	0.0	2.3	0.0	2.3	27.2	68.1
Getting an opportunity to contribute to decisions that affect my job leads to high job performance	0.0	0.0	1.2	4.4	3.2	24.6	66.7
Being aware of the organizational objectives, mission and vision leads to high job performance	0.0	0.0	0.0	2.3	5.2	36.3	56.1
Setting appropriate priorities leads to high task performance.	0.0	0.0	1.2	2.0	5.6	36.3	55
Using time effectively leads to high task performance.	2.3	0.0	0.0	1.2	7.9	15.5	73.1
Consulting with supervisors and co-workers leads to high task performance	1.2	0.0	0.0	4.4	12.6	29.8	52
Working under minimal supervision leads to high task performance	2.0	2.3	4.7	0.0	10.5	17.8	62.6
Effectively collaborating with	0.0	1.2	0.0		4.1	30.4	64.3

other department members leads to high task performance					0.0		
Dealing effectively and professionally with employees in other areas leads to high task performance	0.0	0.0	7.0	1.2	12.3	34.5	45
Responding appropriately to feedback on job performance leads to high task performance	2.3	0.0	0.0	0.0	4.7	27.8	65.2
Identifying problems at workplace leads to high performance	5.0	2.3	0.0	.0.0	16.7	35.4	40.6
Proposing solutions to problems leads to high performance	2.0	0.0	0.0	2.0	10.2	33.3	52.3
Taking appropriate action on problems as necessary leads to high performance	2.1	0.0	0.0	2.7	10.4	23.4	61.5
Offering appropriate assistance to new employees leads to high performance	2.4	0.0	0.0	2.1	6.2	27.8	61.5
Working to establish and maintain a positive relationship with all employees leads to high performance	0.0	2.7	0.0	2.4	10.1	24.3	60.7
Dealing appropriately with sensitive situations at workplace leads to high performance	2.4	0.0	0.0	4.4	4.1	22.2	66.9

N=342