

Role of Polychronicity in Job Performance and Turnover Intention Mediated by Job Satisfaction and Work Engagement

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ABSTRACT

The research aimed to examine the mediating role of job satisfaction and work engagement in the relationships between polychronicity, job performance, and turnover intention among employees in Batam's manufacturing industry. While polychronicity had been widely studied in service sectors, its impact within the structured, efficiency-driven manufacturing environment remained underexplored. The research filled this gap by examining how polychronicity influenced job outcomes in a sector that prioritized operational consistency and productivity. The research collected data from 350 manufacturing employees using a quantitative approach and purposive sampling. Then, data were analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with the SmartPLS version 3.2.9 software. The findings reveal that polychronicity significantly influences job satisfaction, turnover intention, and work engagement but does not have a significant direct effect on job performance. Furthermore, job satisfaction and work engagement positively impact job performance, although they do not significantly affect turnover intention. The research also highlights the mediating roles of work engagement and job satisfaction between polychronicity and both job performance and turnover intention. However, work engagement does not mediate the relationship between polychronicity and turnover intention. These insights contribute to a nuanced understanding of how multitasking capabilities shape work outcomes under the unique pressures of manufacturing, emphasizing that demographic factors like gender, age, and marital status may further influence the effects of polychronicity.

Keywords: polychronicity, job performance, turnover, job satisfaction, work engagement

INTRODUCTION

The human resources of a company represent a vital asset that must be properly maintained. Human resource management plays a pivotal role in the company's organizational structure. Its primary responsibility is to organize, care for, optimize, and manage the existing human resources (Millena & Mon, 2022). The term "human resources" is used to refer to individuals who work within an organizational entity or company, commonly referred to as employees. These employees contribute their valuable time and energy to achieve the company's targets and goals.

Therefore, it is crucial to provide them with the necessary attention and support (Nelson et al., 2023).

Human resources have also become a critical aspect of the industrial world, especially manufacturing. In a constantly changing and competitive context, organizations in this sector face complex challenges in maintaining optimal performance as well as minimizing turnover rates. As the center of a rapidly growing manufacturing industry, Batam City has an interesting unemployment rate to observe. Based on data (BPS Kota Batam, 2023), it showed a downward trend in the unemployment rate from 2021 to 2023 (11.64%, 9.56%, and 8.14%, respectively). Despite

the significant decline, companies should still pay attention to how to retain qualified employees, motivate them, and reduce the tendency to leave the job.

The manufacturing industry is known as a fast-paced and demanding work environment, which can lead to high levels of stress and burnout among employees. In this context, personal assessment of work, called job satisfaction, has been shown to be a key factor influencing employee performance in the manufacturing industry. High job satisfaction is often connected to increased employee motivation, engagement, and performance (Ramadhan & Budiono, 2023). On the other hand, work engagement, which reflects the extent to which employees feel emotionally, mentally, and physically involved in job tasks, has become a focus of attention in measuring employee productivity and commitment (Amjed et al., 2021). In work environments that often require multitasking and engagement on multiple tasks at once, the tendency of individuals to handle multiple tasks simultaneously, called polychronicity, is a major concern. In the manufacturing industry, where time efficiency and productivity are critical, the relationship between polychronicity and employee performance needs to be better understood. The turnover rates (turnover intention) in the manufacturing industry have a significant impact on the continuity of company operations. High turnover rates can lead to substantial costs and disruptions in company operations. Therefore, understanding the factors that contribute to an employee's intention to move is critical to maintaining workforce stability.

The relationship between polychronicity and job performance is essential to understand how employees manage multiple tasks simultaneously. Polychronicity is how comfortable a person feels in doing several tasks at the same time, even within short periods (Andriani & Disman, 2023). Employees with high polychronicity can handle multiple tasks at once and still meet expectations. Additionally, these employees have good problem-solving skills, which help them to deal with tough and complex situations (Twaissi et al., 2022). Polychronicity can positively affect job performance in roles that need multitasking (Asghar et al., 2020). However, in jobs that require a lot of focus and attention to detail, polychronicity is not about how many tasks an employee does but their ability to manage and perform multiple tasks at the same time (Mattarelli et al., 2015). Previous research shows that polychronicity positively and significantly affects job performance (Asghar et al., 2020; Andriani et al., 2021; Twaissi et al., 2022). Hence, the hypothesis formulated is as follows.

H1: Polychronicity positively affects job performance.

The relationship between polychronicity and turnover intention is crucial for understanding how multitasking tendencies influence employees'

desire to stay with or leave their jobs. According to Poposki and Oswald (2010), people who are inclined toward polychronicity feel comfortable doing several activities at once. They plan to engage in various activities over time and switch tasks without following a specific order (Asghar et al., 2020). Polychronicity, which means a person's tendency to manage time by handling multiple tasks at the same time, can influence their desire to leave their job. Thus, keeping employees from wanting to leave is a major challenge for organizations. It is very important to control employees' intention to leave (turnover intention) because it can affect the overall dynamics of the company (Andriani et al., 2021). Previous research shows that polychronicity has a positive and significant effect on turnover intention (Asghar et al., 2020; Andriani et al., 2021). The following is the hypothesis proposed.

H2: Polychronicity positively affects turnover intention.

The relationship between job satisfaction and work performance is integral to understanding how employees' contentment with their work influences their productivity. Job satisfaction is the positive feeling employees have about their company and work, based on comparing their actual experiences with their expectations (Koo et al., 2020). Understanding job satisfaction is complex because it involves individual emotions and perspectives (Rinny et al., 2020). A satisfied employee has a positive attitude toward their job, while a dissatisfied employee has a negative attitude (Sabil, 2021). Employees who are satisfied with their jobs usually perform better (Yu et al., 2020). Those who enjoy their work environment and tasks are more motivated, enthusiastic, and committed to achieving good results (Kristanto & Tajib, 2023). Previous research shows that job satisfaction significantly improves job performance (Koo et al., 2020; Rinny et al., 2020; Yu et al., 2020; Kristanto & Tajib, 2023; Sabil, 2021). The next hypothesis is as follows.

H3: Job satisfaction positively affects job performance.

The relationship between work engagement and turnover intention highlights how an employee's connection to work impacts on their likelihood of staying with or leaving the organization. Work engagement is a psychological aspect of employees that comes from their positive state of mind, boosting their enthusiasm for their work (Novrandy & Tanuwijaya, 2022). It includes the level of commitment, dedication, and loyalty employees have toward their organization, work, colleagues, and supervisors (Andriani et al., 2021). Employees who are highly engaged with their jobs and companies are less likely to leave. They feel connected to their work, have clear goals, and

believe they contribute to the company's success. On the other hand, employees who feel less connected to their work are likely to seek other job opportunities (Wicaksono, 2020). Higher work engagement reduces employees' likelihood of quitting (Wijayanto et al., 2022). This commitment is reflected in their work habits and tenure with the company (Dwiswara & Utama, 2022). Previous research shows that work engagement significantly reduces turnover intention (Asghar et al., 2020; Andriani et al., 2021; Hakro et al., 2022; Novrandy & Tanuwijaya, 2022). The hypothesis formulated is as follows.

H4: Work engagement positively affects turnover intention.

The relationship between job satisfaction and turnover intention is crucial for understanding how contentment at work influences an employee's decision to stay or leave. Job satisfaction is hard to measure because it varies for each person. Employees feel satisfied with their job based on what they receive (Arta, 2022). When job satisfaction increases, employees are happier to stay, especially in a supportive work environment, leading to higher loyalty and reduced turnover (Andriani et al., 2021). High job satisfaction shows that employees feel satisfied and comfortable with their work. It means the company has successfully created a positive work environment (Sabil, 2021). Companies need to maintain job satisfaction to boost employees' motivation and reduce their intention to leave (Devyanti & Satrya, 2020). However, satisfied employees may still leave their jobs for better career opportunities (Hakro et al., 2022). Previous research shows that job satisfaction significantly affects turnover intention (Andriani et al., 2021). The following is the hypothesis formulated.

H5: Job satisfaction positively affects turnover intention.

The relationship between work engagement and job performance is vital for understanding how employees' enthusiasm for their work translates into productivity. Work engagement reflects employees' passion for their work, where they focus their energy on tasks aligned with the company's goals. This enthusiasm arises because employees feel connected to the company, leading to positive outcomes like increased revenue (Sulistyawati & Sufriadi, 2020). Engaged employees are more creative, productive, and willing to put in extra effort (Amjed et al., 2021). They are emotionally connected to their work because they are more focused and attentive to their tasks (Joneghani et al., 2023). The goal of work engagement is to boost performance by increasing employee productivity, improving attendance, and reducing absenteeism. Therefore, employees with high engagement levels tend to perform better (Hadi & Hanif, 2022). Work engagement enhances

employee motivation and is positively linked to job performance and satisfaction (Asghar et al., 2020). Previous research shows that work engagement positively influences job performance (Asghar et al., 2020; Amjed et al., 2021; Joneghani et al., 2023; Hadi & Hanif, 2022; Sulistyawati & Sufriadi, 2020). Hence, the hypothesis is formulated as follows.

H6: Work engagement positively affects job performance.

The relationship between polychronicity and job satisfaction is crucial for understanding how multitasking abilities influence employees' contentment with their work. According to Anser et al. (2021), individuals with polychronicity can handle multiple tasks at once, manage interruptions, and achieve their goals effectively. This is because these employees often feel more satisfied with their work. Polychronicity plays a key role in influencing job satisfaction. While not all employees react well to multitasking, those with a polychronic nature are more comfortable with it (Andriani et al., 2021). Satisfied employees are more motivated and complete tasks efficiently (Marzuqi, 2021). Employees with polychronicity traits are likely to be better suited to jobs that require multitasking, as their skills match the job's needs (Zhang et al., 2021). Previous research shows that polychronicity positively and significantly affects job satisfaction (Andriani et al., 2021; Zhang et al., 2021). The next hypothesis is as follows.

H7: Polychronicity positively affects job satisfaction.

The relationship between polychronicity and work engagement is essential for understanding how multitasking abilities affect employee involvement in their work. Polychronicity, which involves multitasking and flexible time management, can influence employee engagement at work. Polychronic employees may feel more engaged because they can handle multiple tasks (Twaissi et al., 2022). Additionally, factors like company culture and job type are important. An environment that supports polychronicity and offers time flexibility can boost work engagement (Andriani et al., 2021). Employees who manage their time well and switch tasks smoothly stay engaged because they enjoy many activities simultaneously (Asghar et al., 2020). While polychronicity can enhance work engagement through multitasking and flexibility, its impact can vary based on how individuals use it (Andriani & Disman, 2023). Polychronicity has a positive effect when applied to suitable jobs (Zhang et al., 2021). However, it can negatively affect performance if applied to the wrong job. Previous research shows that polychronicity positively influences work engagement (Andriani & Disman, 2023; Asghar et al., 2020; Twaissi et al., 2022; Andriani et al., 2021; Zhang et al., 2021). Hence, the research formulates the following hypothesis.

H8: Polychronicity positively affects work engagement.

Job satisfaction mediates the relationship between polychronicity and job performance by acting as a crucial link that enhances how multitasking abilities affect work outcomes. Polychronicity can influence job satisfaction by providing flexibility and control over complex tasks. When people can manage their time freely and handle tasks well, their job satisfaction increases (Andriani et al., 2021). High job satisfaction positively impacts work performance, as satisfied individuals are more motivated, enthusiastic, and focused on their tasks (Marzuqi, 2021). In addition, individuals who are satisfied with their jobs also tend to have a higher commitment to the company (Mon & Islam, 2021). Therefore, job satisfaction serves as a link between polychronicity and job performance. With high job satisfaction, polychronicity can enhance job performance (Suhardi & Minai, 2018). The next hypothesis is as follows.

H9: Job satisfaction mediates the relationship between polychronicity and job performance.

Job satisfaction also mediates the relationship between polychronicity and turnover intention by influencing how multitasking affects employees' desire to stay with or leave their jobs. Polychronicity offers individuals more flexibility and control in handling complex tasks, potentially boosting job satisfaction. Satisfied employees are often more committed and inclined to remain with the organization (Kristanto & Tajib, 2023). However, if polychronicity leads to stress or burnout from excessive multitasking, it can reduce job satisfaction and increase the desire to leave the job (Andriani et al., 2021). Hence, job satisfaction acts as a mediator between polychronicity and turnover intention. Through this mechanism, polychronicity indirectly influences turnover intention via job satisfaction, as examined by Zhang et al. (2021). Hence, the hypothesis is formulated as follows.

H10: Job satisfaction mediates the relationship between polychronicity and turnover intention.

Work engagement also mediates the relationship between polychronicity and job performance by enhancing how multitasking abilities impact employees' effectiveness. Polychronicity allows individuals to manage their time and resources more flexibly, potentially boosting work engagement (Twaissi et al., 2022). Highly engaged individuals are typically more focused, passionate, and dedicated to completing tasks (Amjed et al., 2021), leading to improved overall performance. Therefore, work engagement serves as a mediator between polychronicity and job performance. Through this process, polychronicity indirectly influences turnover intention via work engagement (Asghar et al., 2020).

The next hypothesis is as follows.

H11: Work engagement mediates the relationship between polychronicity and job performance.

Work engagement mediates the relationship between polychronicity and turnover intention by influencing how multitasking affects employees' likelihood of staying with or leaving their jobs. Polychronicity allows individuals to manage their time and tasks more flexibly, potentially boosting work engagement (Twaissi et al., 2022). When people are emotionally, cognitively, and behaviorally engaged at work, they tend to be more committed to the organization and less likely to seek other jobs. However, if polychronicity leads to high-stress levels or burnout due to excessive workload, it can reduce work engagement and increase the desire to leave the job (Andriani et al., 2021). Therefore, work engagement acts as a mediator between polychronicity and turnover intention. With work engagement as a mediator, polychronicity can positively affect job performance (Asghar et al., 2020). The last hypothesis is as follows.

H12: Work engagement mediates the relationship between polychronicity and turnover intention.

The research model in Figure 1 is based on the hypothesis that polychronicity, an individual's ability to engage in multiple tasks simultaneously, positively impacts job performance by fostering efficiency and adaptability in high-demand roles within the manufacturing industry. Furthermore, polychronicity is expected to reduce turnover intention by increasing job satisfaction and work engagement, as employees who can manage multiple tasks may find greater fulfillment and connection to their roles. Then, job satisfaction and work engagement are hypothesized as mediators, as they represent critical pathways through which polychronicity influences both performance outcomes and retention intentions.

While previous research has extensively examined the role of polychronicity in settings like the hospitality industry, where employee multitasking and customer interaction are critical (Asghar et al., 2020; Twaissi et al., 2022), there is limited understanding of how polychronicity functions within the manufacturing sector. With its highly structured and productivity-focused work environment, the manufacturing industry presents unique demands for employees' time management and multitasking abilities, potentially altering the influence of polychronicity on job performance and turnover intentions. The research addresses this gap by exploring the impact of polychronicity on job performance and turnover intention specifically in the manufacturing sector, where operational efficiency and task consistency are prioritized. By focusing on Batam City's manufacturing industry, the research contributes to a

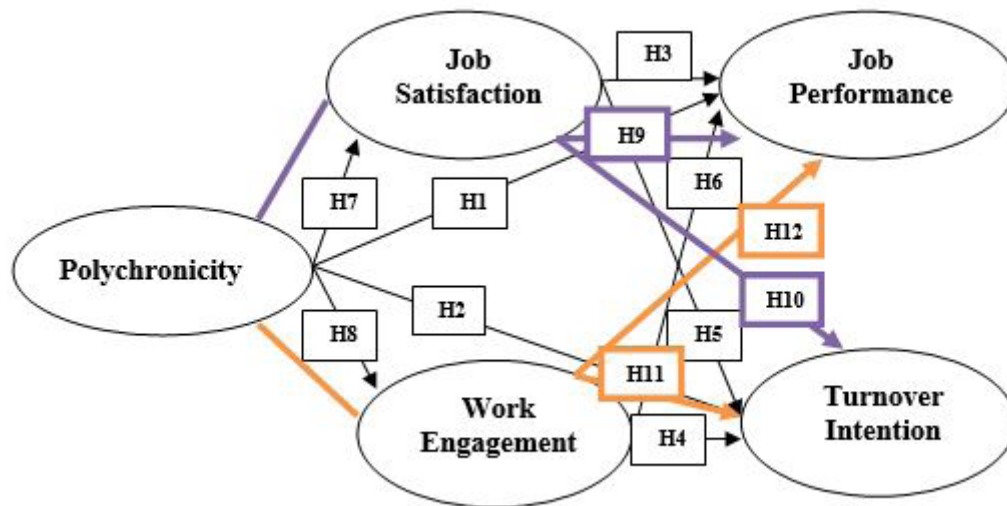


Figure 1 Research Framework

nuanced understanding of how polychronicity affects work outcomes in a sector with markedly different performance expectations and stressors compared to service-oriented industries.

METHODS

The research aims to examine how polychronicity, the independent variable, affects job performance and turnover intention among employees in the manufacturing industry in Batam, as illustrated in Figure 1. Job satisfaction and work engagement are used as mediating variables in this relationship. The sample size determination follows guidelines from Hair et al. (2021), recommending a sample size at least 10 times the number of indicators used. Since the research includes five variables with a total of 35 questions, the recommended sample size is 350.

The research applies quantitative research that collects primary data through questionnaires. The questionnaires were distributed to respondents electronically via Google Forms from October 2023 to February 2024. The research sample consists of 350 employees from the manufacturing industry in Batam. Each variable is measured using a Likert scale with options: (1) strongly agree, (2) agree, (3) neutral, (4) disagree, and (5) strongly disagree. The indicators for polychronicity, work engagement, job performance, and turnover intention are adapted from Asghar et al. (2020). Meanwhile, indicators of job satisfaction are adopted from Koo et al. (2020). Table 1 (see Appendices) shows the indicators of each variable.

The data are analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with the SmartPLS version 3.2.9 software. This analysis method includes two stages: evaluating the measurement model (outer model) and the structural model (inner model) (Ghozali & Latan, 2015).

The evaluation of the outer model aims to explain the relationship between variables, while the inner model evaluation describes the causal relationships between variables. The measurement model is assessed by testing the validity and reliability of the measurement instruments. Each variable is measured through indicators capturing key aspects of employee attitudes and behaviors. Polychronicity indicators assess multitasking preferences. Job satisfaction items gauge fulfillment, recognition, and views on leadership. Meanwhile, work engagement reflects energy, enthusiasm, and pride. Then, job performance covers self-rated competence and proactivity. Additionally, turnover intention captures thoughts of leaving and interest in other roles. These indicators provide a comprehensive view of each variable's impact on workplace outcomes.

RESULTS AND DISCUSSION

The demographic data in Table 2 (see Appendices) reveals significant insights into the factors influencing polychronicity, particularly in terms of gender, age, and marital status. Women, who represent 51.1% of the respondents, demonstrate a slightly higher inclination toward multitasking compared to men (48.9%). Age also plays a crucial role, with the majority of respondents (51.4%) aged 18–25 years and another substantial group (32.9%) aged 26–30 years. It reflects a younger workforce that may exhibit a stronger adaptability to multitasking demands. Marital status further influences responses to polychronicity, as 64% of respondents are single, which may correlate with greater flexibility and capacity for managing multiple tasks compared to their married counterparts (36%). These demographic patterns highlight how individual characteristics shape multitasking tendencies in the manufacturing sector.

Outer model evaluation aims to explain the relationship between variables, while inner model evaluation describes the cause-and-effect relationship between variables (Ghozali, 2021). The measurement model evaluation process involves testing the validity and reliability of the measurement instrument. In the research, convergent validity is measured using the loading factor parameter and Average Variance Extracted (AVE).

According to Ghozali (2021) and Hair et al. (2019), indicators of a variable can be declared valid if the loading factor value meets the rule of thumb with a value of more than 0.6 and an AVE value of more than 0.5. The results of testing outer loadings show six invalid indicators, namely PCY3, PCY5, JOS3, JOS5, ENG8, and TUI5. Therefore, the six indicators are removed. After the removal, the indicators on each variable have met the convergent validity criteria or valid (>0.6) (Chin, 1998). Furthermore, the AVE value has also met the validity criteria with an AVE value of more than 0.5, as shown in Table 3 (see Appendices).

Reliability testing is also carried out to evaluate the internal consistency and accuracy of indicators. The parameters used in reliability testing include Cronbach's alpha and composite reliability. To ensure the reliability of the instruments in this study, the Cronbach's alpha and composite reliability values must be more than 0.6 for each parameter, in accordance with Ghozali (2021) and Hair et al. (2019). Based on the results of reliability testing, all research variables, including polychronicity, work engagement, job performance, turnover intention, and job satisfaction, have proven to be reliable with Cronbach's alpha and composite reliability values, as recorded in Table 4 (see Appendices).

The results of the effects analysis in Table 5 (see Appendices) show the significance of relationships between variables based on t-statistics and p-values. A relationship is considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05. The accepted hypotheses include the significant influence of job satisfaction on job performance and turnover intention. Moreover, polychronicity is found to have a significant influence on job satisfaction, turnover intention, and work engagement. Then, work engagement significantly influences job performance. However, the hypotheses regarding the influence of polychronicity on job performance and the influence of work engagement on turnover intention are rejected, as they do not meet the required significance thresholds. Additionally, job satisfaction is confirmed to mediate the relationship between polychronicity and both job performance and turnover intention, while work engagement mediates the relationship between polychronicity and job performance. Conversely, the hypothesis regarding the mediation of work engagement between polychronicity and turnover intention is rejected due to a lack of statistical significance.

Although polychronicity does not directly enhance job performance (H1), it significantly impacts

turnover intention (H2) and positively influences job satisfaction (H7). The results are consistent with Andriani et al. (2021), who have also identified a significant influence of these variables on turnover intention and job satisfaction. The results suggest that employees who are comfortable with multitasking may feel more satisfied in their roles and are less likely to consider leaving the organization. For organizations, job designs that embrace polychronic behaviors may contribute to higher job satisfaction and lower turnover rates. Prioritizing flexibility and allowing employees to leverage multitasking abilities can boost morale and retention, especially in fast-paced environments like manufacturing.

Job satisfaction significantly affects both job performance (H3) and turnover intention (H5) which aligns with the findings of Andriani et al. (2021) and Yu et al. (2020), emphasizing its crucial role in achieving organizational goals. Organizations can improve job satisfaction by fostering a positive work environment, offering competitive compensation, and creating recognition programs. These strategies align with findings from previous research (Koo et al., 2020; Rinny et al., 2020). The strategies can result in more engaged and productive employees who are also more likely to stay within the organization, contributing to both performance outcomes and workforce stability.

Work engagement significantly enhances job performance (H6) but does not have a notable effect on turnover intention (H4). The results align with the findings of Asghar et al. (2020) and Hakro et al. (2022). The results suggest that while engagement is crucial for boosting productivity, it may not directly influence an employee's decision to stay or leave. Organizations may benefit from implementing engagement initiatives, such as growth opportunities, skill development programs, and a supportive culture, to maximize employee productivity. These initiatives can help organizations to achieve operational goals by ensuring a highly engaged workforce (Amjed et al., 2021).

Both job satisfaction and work engagement play mediating roles in the relationships between polychronicity, job performance, and turnover intention. Job satisfaction significantly mediates the relationship between polychronicity and both job performance (H9) and turnover intention (H10). The results are consistent with the findings of Suhardi and Minai (2018) and Wang et al. (2020). The results indicate that fostering job satisfaction among multitasking employees can channel polychronic tendencies into higher performance and lower turnover, providing strategic value for retention.

Conversely, work engagement mediates the relationship between polychronicity and job performance (H11) but does not mediate the relationship between polychronicity and turnover intention (H12). These findings are consistent with the results of Asghar et al. (2020). These results imply that while engagement can translate multitasking abilities into productive outcomes, it does not necessarily

prevent employees from considering leaving.

CONCLUSIONS

The research finds that polychronicity does not significantly affect job performance. Most respondents are young women working as electronics operators, where single-task focus limits the use of polychronicity. Work engagement also does not significantly influence turnover intention or mediate the relationship between polychronicity and turnover intention. While work engagement usually reduces turnover, polychronicity can lead to turnover through fatigue and confusion, especially in manufacturing, where time pressure and physical demands are high.

Polychronicity impacts turnover intention, job satisfaction, and job performance in Batam's manufacturing industry. High polychronicity may increase turnover risk due to heavy workloads. Job satisfaction plays a key role in improving performance, as satisfied employees are more motivated and less likely to leave. Fully engaged employees also tend to perform better. Demographics such as gender, age, and marital status influence responses to polychronicity, with women being more inclined to multitask. Job satisfaction mediates the relationship between polychronicity and both job performance and turnover intention, reducing stress and improving performance. Work engagement also helps employees to manage multitasking challenges, further improving performance.

The research emphasizes the need for manufacturing managers to balance workloads to prevent fatigue from high polychronicity, especially in demanding roles. Supporting job satisfaction through recognition may reduce turnover, while policies fostering satisfaction and engagement can boost performance in high-stress roles. Considering demographics like age and gender and recognizing generational work preferences can help better to align roles with employees' strengths and lower turnover risks.

A key limitation of the research is that the sample does not fully represent all employees in the manufacturing sector. Smaller companies and specific job roles are underrepresented, which may limit the generalizability of the findings. The time constraints of the research further limit its scope, preventing the inclusion of more diverse roles and industries. Future research can focus on generational dynamics, particularly Generation Z, which is currently a hot topic in workforce studies. Exploring how polychronicity, job satisfaction, and engagement affect job performance and turnover intention within this emerging generation may provide valuable insights for industries adapting to generational changes.

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APPENDICES

Table 1 Indicators of Polychronicity, Job Satisfaction, Work Engagement, Job Performance, and Turnover Intention

Variable	Code	Item
Polychronicity	PCY1	I like to manage several activities at the same time.
	PCY2	I prefer completing an entire task each day to completing parts of several projects.
	PCY3	I believe that people should try to do many things at once.
	PCY4	I prefer to work on one thing at a time.
	PCY5	When I work alone, I usually work on one task at a time.
	PCY6	I believe people do their best when they have multiple tasks to complete.
Job Satisfaction	JOS1	I am satisfied with my current job, and it suits me.
	JOS2	I think I can demonstrate my abilities and feel happy with my current job.
	JOS3	In my opinion, my current salary is quite satisfactory when compared to the salaries of other employees of the same level.
	JOS4	I think I have received full recognition for the results achieved in my current job.
	JOS5	I has the opportunity to create a business plan for work.
	JOS6	My boss tends to lead the organization effectively.
Work Engagement	ENG1	When I wake up in the morning, I feel like going to work.
	ENG2	In my work, I feel strong and energized.
	ENG3	At my workplace, I feel full of energy.
	ENG4	I am enthusiastic about my work.
	ENG5	My work inspires me.
	ENG6	I am proud of the work I do.
	ENG7	I feel happy when I work intensely.
	ENG8	I am immersed in my work.
Job Performance	JOP1	I think I am proactive in my work.
	JOP2	I think I can communicate well with my coworkers regarding my work.
	JOP3	I feel I have improved in terms of work-related knowledge.
	JOP4	I feel that I am reliable to my coworkers in terms of work performance.
	JOP5	I have learned how to do my job well and efficiently.
	JOP6	I have fully developed the appropriate skills and abilities to work efficiently.
	JOP7	I understand all the tasks included in my job.
Turnover intention	TUI1	I often think about leaving my job.
	TUI2	I am looking for a better job at the moment.
	TUI3	I will leave if I can get a better-paying job.
	TUI4	I sometimes think about changing jobs.
	TUI5	I will be leaving my current workplace next year.
	TUI6	I will turn down a job offer from another company, even if it offers a better salary.

Table 2 Respondents' Demographic Data

Demographic Variables	Category	Frequency	Percentage (%)
Gender	Male	171	48.90%
	Female	179	51.10%
Age	18–25 years	180	51.43%
	26–30 years	115	32.86%
	31–35 years	34	9.71%
	36–40 years	13	3.71%
	>40 years	8	2.29%
Education	High School	215	61.40%
	Bachelor's Degree	128	36.60%
	Master's Degree	5	1.40%
	Doctoral Degree	2	0.60%
Marital Status	Single	224	64.00%
	Married	126	36.00%
Type of Manufacturing Industry	Electronics	301	86.00%
	Food and Beverages	30	8.60%
	Garments	12	3.40%
	Furniture	7	2.00%
Position	Operator	123	35.14%
	Quality Control	79	22.57%
	Supervisor	50	14.29%
	Logistic	12	3.43%
	Warehouse	17	4.86%
	Staff	69	19.71%
Monthly Income	<IDR 4,000,000	36	10.29%
	IDR 4,000,001–7,000,000	189	54.00%
	IDR 7,000,001–10,000,000	65	18.57%
	IDR 10,000,001–15,000,000	40	11.43%
	>IDR 15,000,000	20	5.71%
Length of Employment	<1 Year	67	19.14%
	1–5 Years	235	67.14%
	6–10 Years	28	8.00%
	11–15 Years	16	4.57%
	>15 Years	4	1.14%

Source: Data Processed (2024)

Table 3 Results of the Validity Test

Variable	Indicator	Pearson Correlation	Average Variance Extracted (AVE)	Conclusion
Polychronicity	PCY1	0.808	0.628	Valid
	PCY2	0.852		
	PCY4	0.745		
	PCY6	0.760		
Work Engagement	ENG1	0.705	0.676	Valid
	ENG2	0.847		
	ENG3	0.837		
	ENG4	0.882		
	ENG5	0.840		
	ENG6	0.838		
	ENG7	0.791		
Job Satisfaction	JOS1	0.844	0.622	Valid
	JOS2	0.854		
	JOS4	0.734		
	JOS6	0.712		
Job Performance	JOP1	0.733	0.639	Valid
	JOP2	0.831		
	JOP3	0.821		
	JOP4	0.813		
	JOP5	0.834		
	JOP6	0.788		
	JOP7	0.733		
Turnover Intention	TUI1	0.775	0.602	Valid
	TUI2	0.773		
	TUI3	0.768		
	TUI4	0.791		
	TUI6	0.773		

Source: Data Processed (2024)

Table 4 Results of the Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Job Performance	0.906	0.925	Reliable
Job Satisfaction	0.797	0.867	Reliable
Polychronicity	0.805	0.871	Reliable
Turnover Intention	0.839	0.883	Reliable
Work Engagement	0.919	0.936	Reliable

Source: Data Processed (2024)

Table 5 Results of Hypothesis Test

Hypothesis		T-Statistics	P-Value	Conclusion
Polychronicity → Job Performance	H1	0.014	0.989	Rejected
Polychronicity → Turnover Intention	H2	3.052	0.002	Accepted
Job Satisfaction → Job Performance	H3	4.348	0.000	Accepted
Work Engagement → Turnover Intention	H4	1.365	0.173	Rejected
Job Satisfaction → Turnover Intention	H5	2.281	0.023	Accepted
Work Engagement → Job Performance	H6	6.639	0.000	Accepted
Polychronicity → Job Satisfaction	H7	8.097	0.000	Accepted
Polychronicity → Work Engagement	H8	7.596	0.000	Accepted
Polychronicity → Job Satisfaction → Job Performance	H9	3.819	0.000	Accepted
Polychronicity → Job Satisfaction → Turnover Intention	H10	2.164	0.031	Accepted
Polychronicity → Work Engagement → Job Performance	H11	5.062	0.000	Accepted
Polychronicity → Work Engagement → Turnover Intention	H12	1.283	0.200	Rejected

Source: Data Processed (2024)