RELATIONSHIPS BETWEEN JOB LEVEL POLYCHRONICITY AND EMPLOYEE PERFORMANCE AMONG SERVICE STATE CORPORATIONS IN KENYA

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ABSTRACT

Due to increased competition and globalisation recently there has been a lot of emphasis on the link between temporal time management and employee performance. The performance of 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 chronemics cultures and employee performance among Service State Corporations in Kenya. The specific objective was to the establish the effect of job level polychronicity 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.

Key words Chronemics Cultures, Polychronic Time System, Monochromic Time System, , Personal Chronicity, Job level chronicity

1.1 Introduction
Chronemics is 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. 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.

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) .
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 relationships between Job level polychronicity and employee performance among Service State Corporations in Kenya.

1.3 Objective of study
The purpose of this study was to establish the relationship between job level monochronicity and employee performance among Service State Corporations in Kenya.

1.4 Research Hypotheses
In the light of the above objective, and in view of previous studies in this subject matter, the following research hypothesis was formulated:
H_1: Job level polychronicity has a significant effect on employee performance.

2.0 Theoretical

The study will be grounded on four major theories namely: Interpersonal Adaptation Theory,Theory of Threaded Cognition, The Theory of Reasoned Action. Organizational Culture Theory.A review of the theories will provide a clear link between determinants for use of employee chronicity initiatives and performance in the service state corporations in Kenya.

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 (Ramseyer,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 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 and Taatgen, 2011).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 2012). Examples of concurrent multitasking provided by Salvucci & 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 & 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 et al., (2011) 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.

2.3 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.

2.4 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

2.5 Empirical Review

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 Olswaid (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.

3.0 Methods

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.

3.1 Sampling Techniques and Sample Size

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 Krejecies and Morgan (1970) table of sample size.

3.2 Measurement of the Variables

Job-related characteristics in this study applied quite a number of separate measures. Supervisory support was measured using an instrument based on Gartner and Nollen's (1989) and Taylor and Bower's (1972) measures on a Likert scale. Access to resources was measured using an instrument adapted from Spreitzer (1996) while role clarity was measured using a scale by Rizzo et al. (1970). Multiple regression analysis was used to determine whether the independent variables predict the dependent variable in any way. Employee performance in the service state corporations in Kenya, as the dependent variable was regressed against the independent variable ,Job level polychronicity..

3.3 Sample Description
Work culture, which was the central variable of this study is a phenomenon which is universal to all the employees, therefore this made the population of this study highly homogenous.In view of this, the study adopted a simple random sampling technique for the unit of observation.

4.0 Findings
A majority of the respondents agreed to schedule not being too important as long as the task is accomplished, a majority 50.8% strongly agreed,and 30.3.8% who slightly agreed. 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. On whether respondents perform tasks that they feel are ready for them demonstrated most respondents (56%) were in strong agreement, 29.4% were moderately agreeing. Respondents agreed to valuing their workmate's time with 51.2% strongly agreeing and 14.9% moderately agreeing.Respndents agreed to performing tasks when they felt ready for them with 56% strongly agreeing and 29.4% were moderately agreeing.Respondents would complete a conversation with a co-worker even though it may delay their task with a majority 58.6% strongly agreed, 29.4% moderately agreed.
This is 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 .Majority 59.3% were of the opinion that interruptions do not interrupt their work The results are in agreement on the effect of interruptions on job performance. 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.Campell (2000) 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.
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 (Robinson, 2004). 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).

4.1 Results of Correlation Analysis
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 4.30. 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.

4.2 Regression Analysis Results.
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 minimal relationship between job level polychronicity and employee performance

The Analysis of variance (ANOVA) results further confirms that the model fit is appropriate for this set of 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.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 .249.

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 not 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 & 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)

4.3 Hypothesis Testing
The hypothesis of the study stated that job level polychronicity has significant effect on employee performance. The study findings showed a positive and significant relationship between job level polychronicity and employee performance (β=-0.036, p value <0.05). This implies that a unit change in JLP increases employee performance by 0.03 units.

Conte & Gintoft (2005) found out that that a 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 job level polychronicity and employee performance among the service state corporations in Kenya.

5.0 Discussion
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 co worker 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 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 inorder for the task to be carried out effectively.

5.1 Conclusions

Based on the findings, it can be concluded that joblevel polychronicity 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 peaceaful 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.

The variable used in this study was found to significantly influence employee performance and therefore,l the null hypotheses was 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 threaded cognition which posits that polychronic behavior which is a result of multiple threads of cognition happening simultaneously where each of the thoughts signifies a different goal or task accomplishment (Salvucci and Taatgen, 2011).According to Rossano (2011) activities can be carried out to the extent that cognitive, perceptual, and motor resources are available.

5.2 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 cultures 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.

5.3 Areas for further research

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 others' 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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