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Polychronicity at Work:
When personal time values clash
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ABSTRACT

The design and structure of many of our traditional organisations and the jobs therein reflect a relatively stable, Newtonian approach to perceiving and understanding our organisational environment. However, the high velocity change which has become a characteristic of contemporary society indicates that the unidimensional, linear and chronological approach to understanding our environment and particularly our work environment is no longer sufficient. The emergent concept of polychronic working values, indicates that individuals may perceive and use time very differently in their work activities. The present study measures the polychronic work values of 117 working managers from a variety of "rapid change" Irish organisations. The results compare each manager's personal polychronic orientation with their perception of the pervading temporal attributes of their organisations. The congruity and incongruity of manager and organisational polychronicity values are analysed and treated with reference to the managers' scores on an Affective Organisational Commitment index. The significant findings have potential implications for the planning and design of managerial positions and more particularly for the selection and development and retention of effective managers in rapidly evolving organisations.

Key Words: Polynchronicity; Work Values; Commitment; Irish Managers

INTRODUCTION

Continuous Change Organisations

Traditional functionalist definitions of 'the organisation' appear increasingly irrelevant and misguided as organisational mutations become more commonplace. With so many organisations actively and consistently involved in globalising, restructuring, merging, forming alliances and networks, adopting a distributed model etc., the traditional functional and managerialist interpretation of the organisation has become more blurred and less appropriate (Clegg and Hardy, 1999). The recent explosion of Dot Com and virtual organisations further exposes the inadequacy of the traditional paradigm of organisational explanation (see, Jackson and Carter, 2000). Our traditional conceptualisation and analysis of our environment and consequentially of our organisational environment, has been informed by the dominant scientific paradigm of the western world, the Newtonian perspective. This implies that life can be understood and studied in an objective manner and is measurable, linear, unidirectional, segmentable, and reducible (Habermas, 1971). Not surprisingly our description of organisations and organisational functioning reflects this Newtonian approach, with organisations defined according to functional systems (departments) and structured linearly with production lines and times being dominant features and with clearly established practices and procedures delineated to direct human performance (see, Benabou, 1999).

As suggested earlier many contemporary organisations no longer fit this description. Instead a description of their structure and form reflects a more Einsteinian explanation of existence, with issues like change being viewed as chaotic and constant rather than the traditional linear episodic conceptualisation (Weick and Quinn, 1999). Further support for the Einsteinian type approach is reflected in abandonment of the traditional flowchart depiction of organisational functioning and its replacement with novel perspectives such as that of the Learning Organisation approach (Senge, 1990). This succeeds the one-dimensional input-output model of organisational functioning with a new perspective which brings into focus the less tangible and less linear concepts of knowledge and organisational socio-cultural evolution (Easterby- Smith & Araujo, 1999). This approach is radically different from the traditional approach which focuses on knowledge as merely a rational factual variable where as writers and thinkers such as Huysman (1996) adopt a divergent ontological assumption, perceiving knowledge as the very defining context and central process of organisational life (see also, Lave and Wenger, 1991).

The growing importance of reactivity as a core competence of any contemporary organisation has necessitated significant structural changes in organisational form (Clegg, 1990). Typically this adaptation advanced the debureaucratisation of organisations, resulting in the flattening of hierarchies with consequent devolution of management levels of responsibility to all employees (Spreitzer, 1996). This concept of greater employee empowerment has resulted in traditional jobs becoming broader

and often more loosely defined, thus requiring a complex variety of skills and competencies to discharge the role effectively. There is an expectation that employees become more flexible in their work roles and practices, with increased crossfunctionality, teamwork and collaboration becoming a common feature of what Clegg and Hardy (1999) call, 'Postmodern Networked' organisations. Galbraith, et al. (1993) refer to this new organisational form as the 'Distributed Organisation' reflecting the erosion of traditional departmental structures and symbolising the sophisticated network of relationships which have come to exist in these organisations.

The multifunctional work roles and activities expected of the contemporary employee are still situated within the traditional work day and work week model. It is as if the temporal context of our work life, nine-to-five, five days per week, has remained constant but the number of tasks and responsibilities associated with our work roles have multiplied. The constant pressure on employees to be flexible, open to change and to learn continuously in the workplace while engaged in their multifunctional work appears to take the variable of time for granted. There is some evidence to suggest that with the development of sophisticated information technology, many jobs have changed radically in terms of the time spent on particular tasks and more significantly the temporal organisation of work (Lee, 1999; Faillia and Bagnara, 1992; Jauréguiberry, 2000).

Time and Work – The role of Polychronicity
Lee and Liebenau (1999) argue cogently that while organisations exist in time and space, organisational thinkers have exerted precious little effort on the investigation of time. Whole discipline areas have emerged to concentrate on the study and understanding of space in our environment (geography, architecture, urban planning, construction engineering etc.,) but no such applied discipline has emerged to study time as a variable in our lives. In contemporary organisations time is frequently seen as a variable or a resource which needs to be closely measured and managed in order to attain maximum productivity and efficiency. Traditionally employees clocked-in and out of work, they were paid an hourly rate, if requested to work beyond their 40 hours in a week they were engaging in over-time work, projects have time lines, employees work to deadlines, were subjected to time-in-motion studies and so on. Clearly the conception of time in organisations is essentially a linear quantitative one (Hassard, 1989), independent of the objects and events of an organisation (Clark, 1985). This Newtonian perspective of time is not now universally held and may not be helpful when attempting to explain the true complexity of contemporary organisational life and functioning (see Lee and Liebenau, 1999, for fuller review).

The work of cross-cultural organisational researchers such as Hofstede (1980, 1993) has revealed that temporal definitions and perspectives can vary significantly across cultures (see also Santiso, 2000) with the linear model of time being predominantly a conceptualisation of Western cultures. As our economies and

organisations face global change and competition making long-term planning almost impossible, some researchers are suggesting that our conceptualisation of time and work time requires a paradigm shift toward a more Einsteinian approach which sees time as relative and not as absolute (Clark, 1985; Lee and Liebenau, 1999). This shift in the conceptualisation of time results in organisations perceiving 'event times' in which time is part of an organisational event not separate from it and which is in effect socially constructed (Gheradi and Strati, 1988) rather than externally controlled and delivered. It is as if the clock runs at a different pace when the organisational members or units therein are engaged and subsumed into a particular project or event.

In recent years organisational thinkers and researchers have begun to study approaches to time as part of an organisations culture (Schein, 1992), strategy (Das, 1991) and daily functioning (Bluedorn and Denhardt, 1988). Drawing on the work of anthropologist Edward T. Hall (1959, 1983) a series of researchers have developed the concept of time orientation in the workplace, the exploration of which, is described as Polychronicity research (e.g., Bluedorn, Kaufman and Lane, 1992; Lee and Liebenau, 1999; Journal of Managerial Psychology, 1999; Slocombe and Bluedorn, 1999). Polychronicity is described as the preference to be involved in several tasks at once, where as monochronicity is the preference to be involved in one task at a time. The issue of being involved in several tasks "at once" requires a fuller explanation. Researchers have typically taken this to mean literally doing tasks at the same time (e.g. speaking on the phone and typing on a PC) but also refers to being involved in several tasks/projects in a set time period. There is a developing tendency in Irish software development firms to have employees working on several project teams working in parallel. Thus employees switch freely between projects depending on situational and environmental demands. This parallel or distributed approach to work design contradicts the traditional Time Management approach to work organisation. The traditional approach was linear with task/projects being prioritised and allocated set periods of time for concentrated effort with a clear preference to complete one task/project before advancing to the next. This monochronic approach to worktime does not fit the demands of many contemporary organisations who clearly are developing polychronic work cultures (Benabou, 1999).

This stated, polychronicity researchers are not attempting to make a qualitative judgement in suggesting that possession of employees with polychronic tendencies are superior workers than those who adopt a primarily monochronic approach. Clearly an employee with strong polychronic work biases might be ill suited and a threat to safety and productivity in a work environment which requires singular concentration for a prolonged period on one task (e.g. air traffic control or data inputting). Rather the assertion being made is that individuals have natural work style preferences and often organisations (and the roles and tasks distributed therein) demand certain approaches to work and this match is important.

If organisations develop identifiable time cultures, just as Hall (1983) suggested exist across cultures of entire peoples, then the congruence of this time culture to an

individual's own temporal orientation could be suggested to be an important factor in the mediation of concepts such as organisational satisfaction or commitment.

Organisational Commitment

As organisations transform and mutate, the employment relationship for employees necessarily transforms as well. This transformation of the work relationship and responsibility has been treated in some detail by those researching the issue of psychological contract and particularly psychological contract violation (e.g., Freese and Schalk, 1996; Herriot, & Pemberton, 1996; Turnley and Feldman, 1999) Research has indicated that organisational change which necessitates employees redefining their work contract (psychologically) may have a series of negative impacts. This is particularly true if the employee feels the transformation involves the violation of the previously held psychological contract. Negative outcomes may typically include loss of trust and lower job satisfaction (Robinson & Rousseau, 1994), perceptions of inequity (Morrison & Robinsion, 1997), and fewer organisation enhancing discretionary behaviours (Robinson & Morrison, 1995) or just sheer disappointment in management for not reaching employee expectations (Buckley, Monks, and Sinnott, 1998). Lord and Hartley (1998) demonstrate that job insecurity which comes from a perceived pressure to become involved in change is linked with reduced organisational commitment.

The concept of organisational commitment has exercised organisational researchers in recent times as evidence suggested a positive relationship between the concept and a series of important organisational behaviours and outcomes such as intention to stay in an organisation (Porter, Crampon and Smith, 1976), and openness to organisational change (Yousef, 2000). Further evidence indicates that organisational commitment scores can predict absenteeism (Tett and Meyer, 1993) and actual employee turnover trends (Whitner and Walz, 1993).

The work of Meyer, Allen and Smith (1993) has broadened our understanding of the concept of organisational commitment from a unidimensional concept to a multidimensional construct. The three component conceptualisation indicates that organisational commitment is made up of Affective, Normative, and Continuance commitment. Affective commitment (AC) describes the emotional attachment an employee may have to their work organisation which also includes the concept of involvement and identification with the organisation. Implicit in the concept is an acceptance of the organisations goals and a willingness to exert effort and energy on behalf of the organisation. Normative commitment (NC) refers to an employee's feeling of obligation to stay with their organisation and is frequently seen as a personal value orientation rather than one which is influenced greatly by the actions of the organisation (Finegan, 2000). Continuance commitment (CC) results from an employee's estimation of the cost to them of leaving the organisation and it is mediated by their perception of the availability of alternative suitable work elsewhere.

Finegan (2000) has added some interesting insights on the development of organisational commitment in her treatise on the influence of personal and organisational values on AC, NC and CC. She found that AC is highest when there is a congruence between an individuals personal values and those of the organisation in which they worked. This was not the case for NC, where there was a closer relationship between an individual's personal value system and NC, with the organisational culture playing little or no part in the relationship. Continuance commitment scores in her study were not predicted by person-organisation value fit.

Thus it may be reasonable to assume that an employee's AC is influenced by the fit between an organisations value system and that of the employee (see for example, Edwards & Rothbard, 1999). If however the organisation is facing rapid change with a requirement for reactivity which alters job characteristic and work-unit values, the "fit" may become a mismatch which might predict a fall in AC scores. As organisational values appear not to influence NC or AC directly one might suggest that internal organisational functioning changes may not impact on theses facets of commitment.

RESEARCH HYPOTHESES

Drawing on the indications from the research and literature reviewed above the following hypothesis is advanced:

Hypothesis: In organisations experiencing rapid change, the greater the congruence between preferred individual manager polychronicity and organisational temporal culture, the higher the manager's affective commitment.

As the literature suggests, employees who perceive a strong fit between their own personal time orientation and the time culture of their organisation or work unit, will feel a positive emotional attachment to that organisation (Rice, McFarlin, Hunt and Near, 1985). Conversely, employees whose time orientation conflicts with that of their organisation/work unit are more likely to have depressed levels of emotional attachment.

In summary, the present research sought to survey managers working in organisations characterised by change and ascertain whether the match between their personal time orientation (personal polychronicity) and the time orientation of their work-unit/organisation (organisational polychronicity) resulted in increased affective attachment with their organisation.

METHODOLOGY

Population

The participants in this study were 137 managers who were recruited through their involvement in a variety of part-time postgraduate and executive education degree

programmes at Dublin City University. These programmes are typically designed for middle level managers with a minimum of five year experience and usually involve University attendance one day or half day per week. All the programmes could be broadly described as management education programmes. The majority participants held undergraduate qualifications or had equivalent professional accreditation in their field. All of the participants were in full time employment. The average length of time with their present organisation was10.6 year (Std. Dev. = 6.5), and the mean age of the population was 36.7 years. The managers held a wide variety of positions and a range of their functional titles includes production manager, quality control manager, financial controller, human resource manager, training manager, physicist, administration manager, management consultant. Of the overall population of 152 managers to whom the survey was distributed, 137 completed the questionnaire. Completion was voluntary.

Table 1 below give an indication of the demographics and background data of the participants.

[Insert Table 1 about here]

Measurement Instruments
Polychronicity. The study employed the Inventory of Polychronic Values (IPV) developed by Bluedorn, Kalliath, Strube, and Martin (1999). This is a ten item pencil and paper test which requests respondents to identify the polychronicity culture within their work organisation. The ten statements are set in a Likert scale of Strongly Disagree to Strongly Agree. Item examples include:

Item1. *We like to juggle several activities at the same time.*
Item9*. We seldom like to work on more than a single task or assignment at the same time* (reverse score).

The scale was meticulously developed by Bluedorn and colleagues and initial results indicated robust validity and reliability. The IPV was demonstrated the following development with US populations:

- Strong test-retest reliability;
- Little susceptibility to social desirability response;
- Theoretical homogeneity from confirmatory factor analyses;
- High discriminant validity; and
- Consistent convergent validity.

Conte, Rizzuto and Steiner (1999) add further evidence and insight into the convergent and discriminant validity of the IPV and thus the construct of Polychronicity.

The present study employed delivered some confirmatory evidence for the validity and reliability of the IPV with an Irish managerial population. The inventory delivered a Cronbach's alpha co-efficient of 0.77 which is in the range of acceptability for such a inventory testing a theoretical concept. Nunnally (1978) states that "in the early stages of research on predictor tests or hypothesized measures of a construct…reliabilities of .70 or higher will suffice" (p. 245). Bluedorn et al., (1999) gained an alpha co-efficient of 0.84 for the IPV with their populations which surpasses the 0.8 threshold identified by Nunnally (1978) as recommended for applied research.

A confirmatory factor analysis was also conducted with the Irish population to check the factor integrity of the inventory for an Irish population. The factor analysis generated tw factor with Eigenvalues exceeding 1 (54% of variance). The two factors were directly reflective of the positive and reverse scored items (five and five).

Bluedorn et al., (1999) hypothesised this occurrence in the process of their testing of unidimensionality of the construct for a single underlying factor. Bluedorn et al., (1999) developed the IPV as an indicator of the polychronic culture of an organisation but clearly indicates that the inventory can be adapted for individual use; "…. the IPV can be easily modified to provide a valid and reliable measure of individual level polychronicity" (p. 227). The present study followed the authors guideline in adapting the IPV for measurement of independent polychronicity.

Thus each respondent is asked to fill out the IPV referring to their own personal time use preference and then to identify the time use preference of their work organisation/unit.

Affective Commitment. The concept of affective commitment was measured using the 8 items related to the AC dimension of Meyer and Allen's (1991) 24 item organisational commitment questionnaire. The items are set on a seven point likert scale of Strongly Disagree to Strongly Agree. Example of item # 1 is:

Affective # 1   *I would be happy to spend the rest of my career with my present organisation.*

Meyer and Allen's questionnaire is adopted for this study as it is widely employed and the validity and reliability evidence from both the UK and the USA and international samples abound (e.g. Meyer and Allen, 1997;Yousef, 2000; Coleman, Irving and Cooper, 2000). The present study delivered Cronbach's co-efficient alphas of .83, for the Affective Commitment scale. The Meyer and Allen model appears not to suffer from the lack of homogeneity identified by Benkhoff (1997) as afflicting the other commonly used commitment measure, Mowday, Steers and Porter's (1979) Organizational Commitment Questionnaire (OCQ).

As an extra measurement of the level of organisational change, each manager was asked to characterise the change experienced by their organisation in recent years on a continuum of No Change to High Velocity Change (1 to 5).

RESULTS

Data analysis was conducted with the aid of the SPSS. The following table indicates the degree of change experienced by the organisations as identified by the participants.

[Insert Table 2 about here]

As the present study focuses on managers in organisations experiencing above the average change, the 20 organisations identified (shaded in Table2) as experiencing No or Slow change were eliminated from the data analysis at this point. This step adds to the homogeneity of the treatment population, keeping organisational change as a constant while analysing the data for the hypothesised relationships.

The hypotheses as stated indicate in a general sense that the higher the level of change experienced by an organisation the greater the polychronic culture of that organisation will be. Table 3, below indicates the mean scores of the organisational polychronicity culture (OP) broken-down by the level of change of that organisation. Further to this the mean scores for managers personal polychronicity (PP) are also displayed. To aid further insight the standard deviations for each cell are also displayed in brackets and italicised. The mean scores indicate that there are only minor differences in OP across the organisations based on their level of change and this is also true for managers individual PP means; these differences are not statistically significant.

However the differences between managers PP and their organisations polychronicity culture score (OP) show large differences, indicating a mismatch between the managers personal orientation and that of their organisation. These differences (shown a Mismatch in Table 3)

[Insert Table 3 about here]

To further investigate the extent of the OP-PP mismatch for this population a paired samples t-test between total population score on OP and PP gave a *t-score* of – 7.37 (p<.001) which is a statistically significant difference in scores on these two constructs (shown in shaded area of Table 3). Thus this population of managers are identified as having a worrying significant difference between their own personal approach to work time and the approach their organisation expects of them.

Testing the Hypotheses

The stated hypothesis proposed that the closer the congruence between managers PP and OP (match) the higher their affective commitment (AC). Advancing to test the stated research hypothesis the AC mean is displayed in Table 4 giving a general insight in to the relative levels of AC for managers in these fast change organisations.

Table 4 also displays the intercorrelation (Pearson) between the AC scores and the mismatch or difference scores between managers PP and OP. These correlations supply evidence upon which to accept or reject the stated hypothesis.

[Insert Table 4 1 about here]

The significant negative correlation between managers OP-PP mismatch scores and their affective commitment scores signifies that the hypothesis can be accepted. This correlation implies that the greater a managers mismatch between their personal polychronicity style and that of their organisation the lower their affective commitment is likely to be (or alternatively the greater their OP-PP congruence the higher their AC).

DISCUSSION

The goal of the present research was to empirically test the concept of Polychronicity with an Irish management population as there is no evidence of the concept being tested in Ireland hitherto. More specifically the research aimed at measuring the effects of congruence (or the incongruity) of personal time orientation with the concept of organisational time culture, on the important concept of affective organisational commitment. The research utilised a population of Irish managers who were participating in a series of management education programmes, which by their own design are established to help managers face and manage change. The research hypothesis suggested that managers who have a match between their personal time orientation and that of their organisation (OP-PP match) will experience stronger affective commitment than those who do not enjoy this congruence. The correlational analyses indicated a significant negative relationship ($r = -.20$) between affective commitment and the congruence of time orientations (OP-PP). The correlation, while relatively small, is significant at the 95% confidence level, and certainly requires some evaluation, given our knowledge from previous research on the predictive strength of affective commitment scores with regards to organisational behaviour and performance (see, Eby, Freeman, Rush and Lance, 1999). As the earlier review indicated, there is solid evidence to support the assertion that depressed affective commitment scores are related to higher absenteeism and intention to leave and actual turnover and fewer organisational citizenship behaviours (Farrell and Stamm, 1988; Mathieu and Zajac, 1990; Meyer and Allen,1991; Tett and Meyer, 1993). Thus any reliable research findings which contribute to our insights on what organisational-personal issues influence the development of affective commitment require closer analysis. The present study's findings clearly indicate that for this population, the match of personal time orientation and that of the participants organisation is something which requires closer attention and management if negative outcomes for both the managers and the organisation are to be avoided.

A possible insight on the dynamics which lead to these results is offered by Eby et al., (1999) meta-analytic review of an operational model of AC and the motivational bases behind the concept. Their model proposes a series of significant antecedents for AC which include a direct path link form a series of job characteristic such as job autonomy, skill variety, supervisory satisfaction to intrinsic motivation and general job satisfaction which is then linked to AC. The vital concept was intrinsic motivation which appeared as the "common cause" (p. 476) for AC. While the concept of intrinsic motivation was not measured for the population in the present study one might assume that a population of managers choosing to voluntarily attend management education programmes might be more intrinsically motivated than a general population of managers. While this is speculation, the work of Eby and colleagues has given further insight into the complexity of the antecedent-mediator-outcome relationships of the organisational commitment construct.

Limitations of the Present Research study

When undertaking novel research one must be cautious in the evaluation and extrapolation of results and this study is no different. There are some limitations to the present research study and the possible implications of these must be reviewed to set the research in context. While the research aimed to look at managerial polychronicity, the sample used might not be described as a random sample (nor indeed perhaps a truly representative sample) of Irish managers. In effect the population used was what Benabou (1999) refers to as "a sample of convenience" (p.262). It is by no means uncommon to utilise classroom populations for empirical research, however, one must be aware of the short-comings of this sampling procedure. While all the managers in the present study were in full-time employment, had considerable management experience and came from a variety of sectors and job types, they are still a self-selecting population in that all of them chose to engage in advanced management education at a University. Thus to generalise findings to Irish managers in general would not be appropriate despite the relative diversity of the respondent population. However, one might counter this by suggesting that a broader manager pool might actually manifest larger PP-OP difference scores and thus strengthen the significant results found in the present research. The other obvious sample bias which may influence the generalisability of findings is that 66% of the managers taking part in the study worked in the Public sector in some form or other.

The use of the managers to score the polychronic culture of their organisation as well as their own polychronicity might lay the study open to the claim of circularity or common method variance. It might have been desirable to gain further confirmatory data for the organisational polychronicity variable from another independent source, but access to other employees at the same organisations was not feasible. The study did follow the model set by, Slocombe and Bluedorn (1999), where they asked their respondents to evaluate their work-unit polychronicity as well as their personal preference (see also Crampton and Wagner 1994, for further discussion and evidence

of the lack of invalidating effect from the self-reporting format of organizational culture constructs). While data source circularity might be suggested, the core point is that a manager reacts to how he/she perceives the expectations of their organisation, not some objective measurement of an organisations polychronicity – it is a personal subjective perception and experience – this is what the present study aimed to measure and measured.

The analysis of the data for the present study depended on a test of difference (Student t-test) followed by a review of construct relationships (Pearson's correlations). While conventional in approach there is some evidence emerging to suggest that and a more sophisticated polynomial regression approach to studying the relationship between the constructs might give even greater insight into the modelling of these relationships (see Slocombe and Bluedorn, 1999). The present study would have required a considerably larger response population to engage validly in such data treatment.

CONCLUSION

In summary, despite the stated limitations of the present study, the results gained from the first Irish study of managerial polychronicity have implications for the management of change in contemporary organisations. The study has shown that affective commitment, a powerful predictor of important organisational behaviours, is mediated by the congruence of managers' personal polychronicity values with the polychronicity value of their organisation. Managers who felt their personal approach to using time at work was in conflict with the expected time use model of their organisation or work unit, felt less emotional attachment or identification with that organisation. As positive affective commitment is associated with greater job satisfaction, openness to change, organisational citizenship behaviour, and is negatively related to absenteeism and turnover, the implication for organisational effectiveness is significant.

Organisations adapting to rapid change need to be cognisant of the fact that the natural progression toward a more polychronic work orientation may actually involve a violation of many employees personal emotional attachment with the organisation. In a period where organisations require greater or adapted employee effort, then failure to recognise the importance of individual polychronicity orientation and its fit with the organisation, is a recipe for negative outcomes.

The implication of the findings for contemporary change management, mirror those of much of the psychological contract literature; the management of the person-organisation fit is essential. Thus, it becomes incumbent upon managers to understand the presence and importance of employees' personal polychronicity and also to evaluate the time culture of the work unit, attempting to maintain congruence where possible.

For too long the managerialist literature has viewed time as a resource, to be measured, saved expended, etc,. The present study supports the concept that time is

not just a linear "clocktime" concept but at very least is also a social construct (Lauer, 1981) and that individuals possess very personal and individual conceptions of time value and use (e.g. Thompson & Buderson, 2001). To fully understand human dynamics in complex organisations the old Newtonian conceptualisation of time, and other human factors, needs to be replaced with the more sophisticated and involving Einsteinian paradigm of relativity.

From this paradigm the complexity and interdependencies of social networks existing on the edge of chaos (i.e., most contemporary work organisations) form a very different pastiche from the traditional Newtonian one-dimensional flowchart model.

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TABLES AND FIGURES

Table 1 Summary Descriptive of Management Population (*N=137*)

Descriptor	Percentage
Org Type	
Services	84
Manufacturing	5
Other	10
Sector	
Public	66
Private	26
Voluntary	8
Gender	
Female	54
Male	46
Mgt. Level	
Junior Mgt	40
Middle Mgt.	40
Senior Mgt	18

Table 2 Breakdown of respondent population by level of Change experienced

Degree of Change	Number of Respondents
High Velocity Change	16
Rapid Change	55
Moderate Change	46
Slow Change	16
No Change	4

N = 137

Table 3 Means of Organisational and Personal Polychronicity (OP and PP) and means of the differences according to mismatch

Org. Change Level	Org. Poly (OP)	Personal Poly (PP)	OP-PP Mismatch Means
High Velocity Ch.	3.3 *(.73)*	2.8 *(.70)*	0.80 *(.74)*
Rapid Change.	3.6 *(1.0)*	2.7 *(.94)*	1.13 *(.99)*
Moderate Change	3.6 *(1.2)*	2.9 *(1.0)*	1.03 *(1.0)*
Total Population	**3.6 *(1.1)***	**2.8 *(.94)***	**1.04 *(.92)*** **

** t-score = -7.37 (df, 117), p<.001.

Table 4 Affective Commitment (AC) and OP-PP mis-match means and intercorrelations

	Means (St. Dev.)		OP-PP	AC
OP-PP Mismatch	1.04	(.92)	1.00	
Aff. Commitment (AC)	4.4	(1.1)	-.20*	1.00

* significant correlation at p<.05