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POLYCHRONICITY FOR PERSONNEL SELECTION:
AN INVESTIGATION OF CORRELATES AND CONTEXTUAL DETERMINANTS

A Thesis in

Psychology

by

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ABSTRACT

The structure of many modern organizations demands multitasking employees. Measuring applicants' polychronicity has been identified as a potential method to select employees who will succeed in multitasking environments. The purpose of this study was to investigate the potential complications regarding utilizing polychronicity for personnel selection, with a special focus on the risk of applicant faking. The results of an experimental laboratory study, in which the temporal demands and person-environment fit of a job application scenario were manipulated, demonstrated that participants pretending to be job applicants were indeed able to manipulate their responses to questions regarding their polychronicity in a manner that matched the temporal demands of the job. Theoretical and practical implications are discussed.

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Introduction

The demands of the global market as well as the ubiquity of technology have propelled multitasking into the workplace. Multitasking is generally defined as performing multiple tasks at the same time, such as juggling numerous demands within the span of a minute, an hour, or a morning. Multitasking has become a predominant theme in organizations, particularly given the nature of technological developments and the intensely competitive market (Tannenbaum, 2002). Related to such contextual changes, multitasking is increasingly required in a vast array of jobs, from heavy manufacturing on the factory floor to executive meetings in the C-suite. The implications of multitasking in the workplace are great, for reasons pertaining to both organizational gains and employee well-being.

As the multitasking phenomenon has begun to pervade the workplace, organizations are incorporating multitasking into their conceptions of desirable traits for employees. This search for “multitaskers” has led to the creation of selection tools that seek to predict multitasking ability. A popular construct for predicting multitasking ability is polychronicity, the preference for multitasking (Konig & Waller, 2010). Persons who are polychronic prefer to work on multiple tasks at the same time instead of focusing on one task until reaching completion. While multitasking and polychronicity may seem inherently related, the congruence of these constructs is not yet clear.

The potential disconnect between polychronicity and multitasking originates from their basic foundations. Multitasking is conceived of as a behavioral phenomenon in which a person performs several tasks during the same general time period by switching between individual tasks (Delbridge, 2000). Polychronicity, however, is a personal preference. Practitioners have utilized self-reported polychronicity as a predictor of multitasking ability; however, the logic

behind this decision may be erroneous. Even using conventional wisdom it does not follow that a preference for a behavioral pattern would necessarily correlate with skills for executing the same behaviors. For example, I enjoy playing tennis and prefer it compared to other sports, but that enjoyment does not require a large quantity of skill or engagement in the activity- I will never be a professional tennis player, nor do I actually play tennis often. Similarly, liking to multitask does not necessitate actually being a skilled or frequent multitasker. The ambiguity of the relationship between polychronicity preference and effective multitasking has caused confusion regarding how to select employees for jobs where multitasking is required.

Another source of concern regarding the use of polychronicity to select for multitasking is the transparency of the measures. Similar to most measures of personality, the scales that are used to measure polychronicity are self-report; the particular problem with polychronicity scales, however, lies in the high face validity of the questions. While the presence of evident face validity may be considered a strength of the measure in regard to applicant reactions to the selection system (e.g., procedural fairness), it raises the potential issue of applicant faking. Scales that are highly transparent make it easier for applicants to distort their responses in a socially desirable manner; therefore polychronicity may be particularly ill-suited for use in selection tests.

The present study provides further understanding of designing effective selection systems for multitasking by answering several research questions concerning polychronicity. To begin, the basic nomological network surrounding polychronicity is explored. When utilizing a construct for personnel selection it is important to have a comprehensive understanding of the construct itself as well as the individual difference variables with which it is correlated. Additionally, in actual workplace settings applicants will not be completing measures of polychronicity free from various motivations and pressures to succeed, which, in combination

with the transparency of the polychronicity measures, could motivate the applicants to distort their responses; therefore, the effects of external pressures such as perceived temporal demands of the job position (i.e., whether it requires multitasking) and other contextual factors are explored in relation to polychronicity.

Literature Review

Multitasking in Personnel Selection

Polychronicity is but one part of the selecting for multitasking equation; therefore the use of polychronicity for personnel selection is best understood when placed in the broader context of methods used to select for multitasking. Utilizing ability based measures to select for multitasking is complicated by two primary considerations: 1) Skills that will be developed via on-the-job training cannot be part of the selection process because it is unfair to base decisions on observations of excessively specific behaviors that have not yet been learned, and 2) While computer simulations of multitasking situations can serve as proxies for actual observations of performance in live multitasking environments (Kinney, Reeder & O'Connell, 2009), they are resource intensive to develop and difficult to generalize across multitasking environments. A potentially more manageable, and certainly more cost effective, process for predicting which applicants will be successful in environments requiring multitasking would be to utilize individual difference variables (e.g., polychronicity) as predictors of performance. Consequently, seeking to identify non-behavioral predictors of performance in multitasking environments has become a primary focus of the organizational multitasking research.

While not a topic of investigation of the present effort, the relationship between polychronicity and multitasking performance has been studied. While Konig, Buhner and Murling (2005) did not find a significant relationship between polychronicity and multitasking

performance in a sample of university students completing a computer simulation, Conte and Gintoft (2005) found positive correlations between polychronicity and overall performance in a population of computer retail sales employees ($r = .23, p < .01$). Furthermore, research by Kinney (2007) found a weak, but significant, relationship between polychronicity and multitasking performance for entry level call center applicants ($r = .14, p < .05$). Because polychronicity's ability to predict multitasking performance has not been determined, further investigation into this construct is indeed warranted. In order for practical suggestions regarding polychronicity's use in personnel selection to be made, it is important to first understand polychronicity as its own construct, independent of its relationship with multitasking performance.

Separately from predicting performance, polychronicity may be useful for selecting personnel who would be satisfied and fulfilled by a workplace that requires them to multitask. Research has shown that higher levels of organizational commitment and performance are related to congruence between employees' polychronicity and the time utilization of the organizations members (i.e., their supervisors' and co-workers' polychronicity; Slocombe & Bluedorn, 1999), which may suggest that agreement between polychronicity and the time utilization patterns required by the job demands could have a similar relationship. As there are potentially multiple uses of polychronicity to assist in the individual's experience of workplaces that demand multitasking, it is evident that this construct must be better understood.

Polychronicity

The concept of polychronicity originated from anthropologist, E.T. Hall, whose emphasis was on describing and defining a cultural level phenomenon regarding conceptions of time and time usage preferences. The descriptions of polychronicity from Hall (1959) include beliefs and

judgments regarding how others should manage their time and task behaviors. The influence of Hall (1959) has been extensive. This cultural level conceptualization was integrated into the definition of polychronicity, and subsequent measurement scale, created by Bluedorn, Kalliath, Strube and Martin (1999). Bluedorn and colleagues' (1999) polychronicity scale, the Inventory of Polychronic Values (IPV), reflects their definition of polychronicity as a cultural level variable measuring people's perceptions of whether their culture prefers multitasking and believes that this preference reflects a best practice for time management. Using this cultural level of analysis, cultures which are low on the polychronicity continuum are referred to as monochronic, meaning that members of the culture prefer to focus on one task until reaching completion, opposed to juggling multiple tasks relatively simultaneously (i.e, polychronic).

In the last decade the IPV has been the most frequently utilized measure of polychronicity (Paposki & Oswald, 2010). Researchers continue to utilize the culturally based representation of polychronicity (e.g., Souitaris & Maestro, 2010) and more specifically, the IPV (e.g., Conte & Gintoft, 2005; Konig et al., 2005). Research utilizing the IPV has gathered support for the proposition that polychronicity is a stable personality construct by demonstrating significant test-retest reliabilities (Bluedorn, 2002; Conte & Jacobs, 2003; Arndt, Arnold & Landry, 2006), which has positive implications for polychronicity's utility as a selection tool. However, in order for the IPV to be used in selection research, the original version must be transformed from measuring the characteristics of a culture into an individual level scale that measures the preferences of the individual only. Bluedorn and colleagues (1999) included directions to make this alteration to the IPV by simply changing "we" to "I" and explained that based upon their examination the scale would remain equally valid and reliable despite this alteration.

This technique of transforming a cultural level scale to an individual level scale has been successfully used in polychronicity research (e.g., Conte & Jacobs, 2003), however as the popularity of polychronicity grows as a topic for personnel selection, it follows that there should be a scale specifically designed, and validated, for this purpose. If an organization is specifically seeking to hire employees who believe multitasking is superior to other temporal approaches and is the best method for all persons to utilize, then the IPV may indeed be the most appropriate polychronicity scale to utilize. A situation in which this could occur would be an organization that defines itself based on a multitasking culture. In such a context, using a cultural-level scale such as the IPV may well be a logical choice. Conversely, if the goal of measuring polychronicity is to measure an individual preference for time usage, a new scale is necessary because one does not necessarily need to believe that everyone should multitask in order for one to prefer to multitask (Poposki & Oswald, 2010).

In accordance with a recommendation made by Konig and Waller (2010), polychronicity has been recently redefined as “a noncognitive variable reflecting an individual’s preference for shifting attention among ongoing tasks, rather than focusing on one task until completion and then switching to another task” (Poposki & Oswald, 2010, p.250). There are three points to bear in mind with this definition. First, this definition emphasizes that polychronicity is a *preference* for exhibiting multitasking behaviors. Second, defining polychronicity as a preference differentiates this construct from that of multitasking, which is a behavioral construct. Finally, the Poposki and Oswald (2010) definition is a move toward a focus on the individual, as opposed to the original cultural conception of polychronicity.

Based upon their definition of polychronicity Poposki and Oswald (2010) recently developed a new polychronicity scale, the Multitasking Preferences Inventory (MPI), which is

solely focused on individual preferences. Utilizing the MPI as a measure of polychronicity has the potential to increase the accuracy of conclusions regarding individuals' polychronicity because of its individual-focused definition. In personnel selection the measures included in selection tests are meant to reflect highly specific variables, subsequently it would be valuable for practitioners to have confidence in the validity of their measurement. Using factor analysis Poposki and Oswald (2010) demonstrated that the MPI is significantly related to past measures of polychronicity (i.e., the IPV; $r = .80, p < .05$), while also remaining empirically distinct. To further develop the nomological network surrounding polychronicity both the MPI and the IPV will be utilized in the present effort. Therefore, I propose the following hypothesis.

Hypothesis 1: Polychronicity measured with the MPI will be positively correlated with polychronicity measured with the individualized version of the IPV.

Polychronicity and Individual Differences

The nomological network surrounding polychronicity has received growing attention. A variety of constructs have been examined, such as punctuality values (Benabou, 1999), subcomponents of the Type-A behavior pattern (Conte, Rizzuto & Steiner, 1999), behaviors and attitudes toward time management (Kaufman-Scarborough & Lindquist, 1999), goal orientation (Schell & Conte, 2008), the Big 5 personality dimensions (Conte & Jacobs, 2003; Conte & Gintoft, 2005; Konig et al., 2005) and cognitive ability (Conte & Jacobs, 2003; Konig et al., 2005). Yet only two of these individual difference variables have been researched by multiple authors: the Big 5 and cognitive ability.

Of the Big 5 personality variables, the strongest connection with polychronicity would logically be with extraversion. Extraverted persons are characterized as spirited and spontaneous (Goldberg, 1990), as well as desiring higher levels of stimulation and activation (Rusting &

Larsen, 1995), which conceptually corresponds with the preference for working on multiple tasks simultaneously and switching amongst a variety of tasks. Both Conte and Jacobs (2003) and Conte and Gintoft (2005) found a positive correlation between polychronicity and extraversion ($r = .21, p < .01$ and $r = .22, p < .01$, respectively). However, this finding has not since been replicated. Konig and colleagues (2005) did not find a significant relationship between polychronicity and extraversion ($r = .15, ns$).

Also of interest is the relationship between cognitive ability and polychronicity. The ability to multitasking is related to cognitive ability; therefore it is interesting to know whether the preference for multitasking is also related to cognitive ability. Past research has found a small, yet significant, positive correlation with polychronicity ($r = .15, p < .05$ & $r = .22, p < .01$, Conte & Jacobs (2003) and Konig and colleagues (2005), respectively). As cognitive ability and personality variables are two widely used and respected measures in personnel selection, it is important to further explore the relationships between these two predictors of performance and polychronicity. The mixed conclusions regarding the polychronicity-extraversion relationship and the weak correlations between polychronicity and cognitive ability clearly call for empirical clarification.

Before further pursuing the worthy goal of expanding polychronicity's nomological network beyond cognitive ability and personality it is advised to first have solid conclusions from which to build upon. Evans (2002, as cited in Heslin, Latham & Vandewalle, 2005) noted that "without replication our findings are built on fragile foundations", implying that there is value to replications of results. More specific to the present effort, Hesketh (2004, as cited in Heslin, et al., 2005) has strongly argued for "more replications and extensions in I/O psychology". In align with these suggestions, the present effort aims to replicate the findings of

Conte and colleagues (2003; 2005), as well as Konig and colleagues (2005) by testing polychronicity's relationships with cognitive ability and personality. Therefore, consistent with the extant literature, I put forth the following hypotheses.

Hypothesis 2: Polychronicity will be positively correlated with cognitive ability, such that individuals who report polychronic preferences will also report higher cognitive ability.

Hypothesis 3: Polychronicity will be positively correlated with extraversion, such that individuals who report polychronic preferences will also report higher extraversion.

Polychronicity and Personnel Selection

As has been previously mentioned, the extant literature on polychronicity as a predictor of performance in a multitasking environment contains contradictory results. Researchers have found small, but significant, positive relationships (e.g., Conte & Gintoft, 2005), small negative relationships (e.g., Conte & Jacobs, 2003), and even non-significant relationships (e.g., Konig et al., 2005) between polychronicity and multitasking performance. The theory of person-environment (P-E) fit may offer a potential explanation for this discontinuity in findings (Konig & Waller, 2010; Poposki & Oswald, 2010). While polychronicity may be beneficial in certain environments, it may be harmful or irrelevant for other environments.

Person-Environment Fit. P-E fit refers to the general concept that it is important for people and their environment to be compatible on certain variables, such as on a person's preference for multitasking and whether the environment is suitable for multitasking. This is built upon the premise that it is an interaction between both the individual and the environment that leads to the individual's attitudes and behaviors (Edwards, 1996). Theories of P-E fit have had a long tenure in the psychological literature and numerous variables and contexts have been examined (Lewin, 1936; Paterson & Darley, 1936). One of the primary topics that P-E fit has

been applied to is stress, such that the degree of fit between the person and the environment determines the amount of stress the individual will experience (French, Caplan & Harrison, 1982).

Organizational research on the P-E fit argument has found both important predictors and outcomes for the relationship between fit and stress. Predictors of P-E fit vary based on the specifics of the workplace/job context, however there are several consistent outcome variables, such as job satisfaction, performance, organizational commitment, employee well-being, and turnover (Arndt, Arnold & Landry, 2006; Edwards, Cable, Williamson, Lambert & Shipp, 2006). Illuminating individual difference variables that could increase P-E fit for situations that require multitasking may be particularly important because of the stress that multitasking may cause for individuals. The stress caused by environmentally induced multitasking could have serious negative implications for individuals and organizations.

Recent research by Poposki and Oswald (2010) demonstrated that MPI scores were correlated with self-reported ratings of enjoyment during a multitasking simulation as well as the number of tasks participants freely chose to do during a subsequent simulation ($r = .28, p < .05$; $r = .17, p < .05$, respectively). These findings provide preliminary evidence that polychronic persons have a higher level of satisfaction during multitasking situations than monochronic persons and choose to seek out multitasking situations. The possibility of enjoyment, in addition to a potential lack of experienced stress, may motivate polychronic individuals to obtain jobs that require multitasking. Therefore, perceptions of future P-E fit may increase individuals' motivation to do well on selection tests.

Socially Desirable Responding

When designing a selection system it is important to consider the inherent risks involved in each measure. Polychronicity, as an individual preference, is currently assessed with self-report measures, such as the aforementioned IPV and MPI. Self-report techniques may be susceptible to validity threats such as socially desirable responding and inaccurate self-perceptions. As discussed in Chan (2009), however, for constructs that are perceptual by definition self-report is the logical measurement method and furthermore, many of the myths regarding the risks of self-report data have been exaggerated. Despite the potential drawbacks of self-report, it is the best known way to measure certain constructs. “The use of self-report measure is not only justifiable but probably necessary when assessing constructs that are self-referential respondent perceptions” (Chan, 2009, pp. 326). Following this logic it becomes apparent that polychronicity falls under this category: self-report is the key to unlocking an individual’s temporal preferences.

Despite the appropriateness of self-report techniques for assessing polychronicity, a likely threat to self-report measures of preferences is socially desirable responding, or faking. It has been suggested that employees are becoming increasingly savvy regarding the expectations that potential employers have for temporally based variables, such as multitasking. As Kinney and colleagues (2008) noted, we may be living in “the midst of a multitasking revolution”. While multitasking continues to pervade the media, persons may develop attitudes regarding multitasking. The current focus on technological advancements leading to enhanced multitasking could, for example, influence individuals to believe that a proclivity toward multitasking is valued by organizations and subsequently those individuals may adjust their responses to reflect this attitude on a selection test. Both the MPI and the IPV are highly transparent (i.e., face valid)

questionnaires, suggesting that it would be easy to manipulate one's responses to match what one believes employers desire in an employee.

During the original conceptualization of the IPV, the issue of socially desirable responding was briefly addressed. It was reported that scores on the Marlowe-Crowne Social Desirability Scale (Crowne & Marlowe, 1960) did not significantly correlate with those on the IPV ($r = .03$, ns; Bluedorn et al., 1999). Bearing in mind that the MPI is a recently developed measure, it not surprising that a correlation between the MPI and socially desirable responding has not been reported in the extant literature. When one is not concerned about others' perceptions it follows that one's responses on a polychronicity measure would be an accurate self-representation. However, in the context of applying for a job, that is not necessarily the case. Therefore, a relationship between polychronicity and socially desirable responding that would not naturally occur could potentially emerge in a selection context. More specifically, if a job clearly requires multitasking, then it may be those who are highest on socially desirable responding that report the highest polychronicity, not be because of a true relationship, but because of motivation to obtain the job.

Job applicants are typically motivated to acquire the position to which they are applying, which could lead to purposefully altering responses in order to increase the chances of being perceived of as an ideal job candidate. In other words, applicants may be motivated to falsify their polychronicity scores. As a non-cognitive variable, polychronicity falls into the realm of other self-report measures, such as personality, that have been extensively studied in regard to socially desirable responding and faking. While there is some dissent regarding whether faking on personality tests is truly a rampant issue and if it adversely impacts hiring decisions (e.g., Hogan, Barrett & Hogan, 2007; Ones & Viswesvaran, 1998), in general there is consensus that

faking on personality tests is frequent and problematic (Morgeson et al., 2007). Therefore, I propose the following hypothesis.

Hypothesis 4: When applicants are motivated to acquire a position because of perceived person-environment fit, they will respond to questions regarding their polychronicity consistent with their perceptions of the temporal demands of the position.

Method

Present Study

In an effort to further explore the nomological network surrounding polychronicity, as well as the risks of applicant faking when utilizing polychronicity for personnel selection, a laboratory experiment was constructed. In this experiment the two independent variables (IV) were temporal demands of the job and Person-Environment fit, while the dependent variable (DV) was polychronicity. The participants' perceptions of the temporal demands of the job were systematically varied, as were their perceptions of P-E fit. The result of the manipulations was a 2 (high or low multitasking) x 2 (high or low P-E fit) between subjects design with two control groups. The two control group design is based on the common method used to assess faking between groups (e.g. Jackson, Wroblewski & Ashton's (2000) "straight-take" vs. job application design). In one control group (i.e., the "straight-take") the participants were simply given a survey to complete, whereas in the other control group (i.e., the job application) the survey was presented as a job application and the participant was asked to respond as a job applicant.

Participants

The participants in this study were undergraduate psychology students attending a large public university in the Northeastern United States ($n = 1,184$). The sample was largely female (75%) and Caucasian (78%) with a mean age of 19 years ($SD = 1.45$), which is consistent with

the psychology subject pool population at the university. The students were given credit toward a course research requirement in exchange for their participation.

Procedure

The participants were recruited from the university's psychology subject pool and the experiment was completed online. Upon entering the online experiment, participants were presented with a brief scenario. In the experimental conditions the scenario asked the participants to imagine that they were applying for a job. The participants then read a description of this job. The description included information regarding the temporal demands of the job, as well as the participant's motivation for applying. In order to ensure that the participants understood the condition and instructions, they then listened to a voice recording of the same job description that they had just read. Next, the participants completed a survey-style selection test. The selection test included self-reported demographic information such as age, gender, race and measures designed to assess cognitive ability, as well as inventories to assess polychronicity, personality and socially desirable responding. Please see Appendix A for all survey materials.

Manipulations

Perceptions of Fit. The participants' motivation surrounding the completion of the selection test was manipulated based upon perceptions of person-environment fit. The description of the scenario specified that the participant should either imagine that the job he/she is applying for is a strong fit for their skills and that this is a job they are truly interested in securing, or that it is a weak fit for their skills and that this is a job that they are not highly interested in acquiring. In the high P-E fit conditions the scenario reads, "This is a job that you are very excited about since it allows you to utilize your education, abilities and experiences. You feel that this job would be a great fit for you, and the career center is strongly suggesting

that you apply.” In the low P-E fit conditions the scenario reads, “This is not a job that you are very excited about because it would not allow you to utilize your education, abilities and experiences. You feel that this job would be a poor fit for you, however due to the current economic conditions you realize that you do not have the privilege of being overly picky.” Finally, in the job application control condition there is no mention of the participant’s motivations for applying for the position or their perceptions of P-E fit and in the straight take control condition there is no mention of a job application, nor motivations.

Temporal Demands. The job description was manipulated such that the job appears to either have an emphasis on multitasking behaviors or monotasking behaviors. In the high multitasking conditions the job description reads, “If you were to get this job you would be working in a fast-paced, stimulating environment. You would have the opportunity to be involved in multiple projects and juggle simultaneous demands.” In the low multitasking, or monotasking, conditions the job description reads, “If you were to get this job you would be working in a very methodical and organized environment. You would have the opportunity to focus on one project at a time and address demands sequentially.” Finally, in the job application control condition there is no mention of the temporal demands of the position, leaving the need for multitasking or monotasking behaviors ambiguous. And true to form, there is no mention of a job application, nor demands of a job, in the straight take control condition.

Measures

Temporal Behavior Preferences. Participants completed two polychronicity scales: the 14-item MPI (Podoski & Oswald, 2010) and the 10-item IPV (Bluedorn et al., 1999). For both scales, responses will be made using a 5-point Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*). The MPI had an internal consistency alpha of .94. Items included: “I prefer to

work on several projects in a day, rather than completing one project and then switching to another” and “When I have a task to complete, I like to break it up by switching to other tasks intermittently”. The IPV had an internal consistency alpha of .95. Items included: “I like to juggle several activities at the same time” and “I believe it is best for people to be given several tasks and assignments to perform at the same time.”

Personality. Participants completed the 44-item Big Five personality inventory (BFI) as a measure of personality (John, Donahue, & Kentle, 1991; John, Naumann, & Soto, 2008). The BFI is widely considered a standard measure of personality (John & Srivastava, 1999). The BFI’s 5 subscales had internal consistency alphas ranging from .84 to .90. A 5-point Likert scale ranging from 1 (*disagree strongly*) to 5 (*agree strongly*) was used for participants to rate items for extraversion, agreeableness, conscientiousness, openness, and neuroticism. Sample items included: (a) Extraversion: “Is talkative” (b) Agreeableness: “Is helpful and unselfish with others” (c) Conscientiousness: “Does a thorough job” (d) Openness: “Is original, comes up with new ideas” and (e) Neuroticism: “Can be tense”.

Socially Desirable Responding. The Marlowe-Crowne Social Desirability Scale (Crowne & Marlowe, 1960) was included to assess the participants’ proclivity toward responding based upon their perceptions of socially desirable responses. This 33-item scale was created especially for usage with normal populations such as college students (Crowne & Marlowe, 1960) and had an internal consistency coefficient of .92 in the present sample. Responses to this scale were made by reporting either *True* or *False* to each statement. Sample items included: (a) “I never hesitate to go out of my way to help someone in trouble” and (b) “I sometimes try to get even rather than forgive and forget.”

Demographic Information. Demographic information was collected to further develop a profile of polychronic individuals. Participants were asked to report their age, gender and race.

Cognitive Ability. Participants were asked to report their high school and cumulative grade point averages (GPA), as well as their Scholastic Achievement Test (SAT) scores and/or ACT scores as proxies for measuring cognitive ability.

Manipulation Check. To ensure that the participants understood the temporal job described in the scenario, two manipulation check questions were included. Across the four experimental conditions all participants will be asked whether the job they applied for would have required multitasking. Additionally, all participants will be asked whether the job that they applied for involved the type of environment depicted in the job description in their respective experimental condition. The details of the condition specific question will be varied to match the condition to which the participant was assigned. A 5-point Likert scale ranging from 1 (*disagree strongly*) to 5 (*agree strongly*) was used.

Results

Descriptive Statistics

The means, standard deviations, correlations and alpha coefficients of study variables are presented in Table 1.

Manipulation Checks

The manipulation check questions were examined as a reflection of the temporal demand manipulation's effectiveness. As the participants' perceptions of the job application scenario were central to H4, it was crucial to ensure that the manipulations had the intended effects. For the first manipulation check question (i.e., I believe that the job described in the experiment would have required multitasking) an independent samples t-test was conducted to compare the

mean of the high multitasking conditions ($M = 4.48$, $SD = .94$) to that of the low multitasking conditions ($M = 2.89$, $SD = 1.48$). A significant difference in the expected direction was found ($t(453) = 13.80$, $p < .01$, $\eta_p^2 = .30$). A second independent samples t-test was conducted to explore the manipulation check question that sought to test the strength with which participants recognized the job environment as described (i.e., The job that I applied for would have required me to work in a fast-paced environment vs. a methodical environment). The analysis suggested that the high multitasking condition ($M = 4.60$, $SD = .71$) description had a larger impact on participant's memory than did the low multitasking condition ($M = 4.46$, $SD = .91$; $t(452) = 2.02$, $p = .04$, $\eta_p^2 = .01$), however, given that only 1% of the variance is explained, the practical significance of this finding should be evaluated in light of the very large sample size.

Insert Table 1 about here

Covariate

There was a small, but statistically significant, correlation between socially desirable responding and polychronicity as measured by the MPI ($r = -.10$, $p < .01$), therefore socially desirable responding was included as a covariate during hypothesis testing.

Tests of Hypotheses

As shown in Table 1, there was a high correlation between the polychronicity scales, the MPI and the IPV ($r = .90$, $p < .001$). This correlation provides support for hypothesis one. Additionally, because of this strong correlation it was decided that only the scale of primary interest (i.e., MPI) would be used for the following analyses.

Hypothesis two, a positive correlation between polychronicity and cognitive ability as measured by high school GPA and SAT scores, was not supported ($r = -.02$, ns and $r = -.04$, ns, respectively). The positive correlation between polychronicity and extraversion however, was found ($r = .14$, $p < .01$), thus providing support for hypothesis three. Two supplemental analyses were conducted to further explore this relationship. First, a regression analysis was conducted to examine the effect of controlling for participants' social desirability scores. The semi-partial correlation was $.20$ ($t(1134) = 6.95$, $p < .001$), demonstrating that extracting the variance accounted for by social desirability strengthened the relationship due to social desirability's differential relationships with the two variables of interest. Further supplemental analyses revealed that this correlation was solely driven by the high multitasking conditions, and that it was in fact nonsignificant in the low multitasking as well as the control conditions (See Figure 1). Potential explanations and implications of this result are discussed in the next chapter.

Insert Figure 1 about here

Evidence of the proposed interaction between temporal demands and P-E fit on polychronicity was discovered, thus providing support for hypothesis four. The presence of this interaction was tested using a two-way ANCOVA with socially desirable responding as the covariate ($F(1,750) = 41.57$, $p < .001$; See Figure 2). The results of planned comparisons tests showed that all groups significantly differed ($p < .01$) from the control group (i.e., the two control groups were combined for this analysis because they were statistically identical in regard

to the focal variable) on participants' reported polychronicity except for the low multitasking/low P-E fit group ($t(559) = .63, p = .53$).

Insert Figure 2 about here

Exploratory Results

While exploring the differences between the two levels of control groups in order to determine whether they could be combined, it was found that though they did not vary on the focal variable (i.e., polychronicity $t(394) = .01, p = .99$), they did however appear to vary on all of the Big 5 personality variables, as well as socially desirable responding. A MANOVA was conducted to further explore these differences. The control two groups (i.e., straight take vs. job application) did in fact have significant differences on all six variables ($p < .03$). Moreover, the differences were all in the directions that would be expected for persons attempting to acquire a job versus people simply sharing their personality dimensions. Of particular note, neuroticism was lower ($F(1, 382) = 61.55, p < .001$), conscientiousness and agreeableness were higher ($F(1, 382) = 93.55, p < .001$ & $F(1, 382) = 48.99, p < .01$, respectively) and socially desirable responding was higher ($F(1, 382) = 103.07, p < .001$) for the job application control group in, compared to the “straight take” control group in which the participants were simply completing a survey without demand characteristics.

Discussion

The goal of the current study was to further explore polychronicity as a variable to aid in the personnel selection process. In addition to support for three of the four hypotheses, unanticipated but very important findings were uncovered. This effort makes three primary

contributions to the literature. First, the relationship between polychronicity and extraversion is more complex than was originally hypothesized, which may explain the mixed findings in the literature. The present findings suggest that this correlation may be context dependent, more specifically, dependent upon the presence of a need for multitasking or at the very least, dependent upon more complex job demands. Second, measures of polychronicity are subject to applicant faking despite the minimally significant correlation between polychronicity and socially desirable responding. This lack of strong covariation does not indicate that the measures are immune to manipulation. Third, the significant differences between the two forms of the control conditions demonstrated that the mere demand characteristic of stating that the survey was a selection test was enough to influence participants' responses in a socially desirable direction as measured by both the social desirability scale score as well as significant differences in other personality scores in very predictable directions.

Theoretical Contributions

The nature of the variable results regarding the correlation between polychronicity and extraversion warrants further exploration. If there were a simple linear relationship between the two variables, then the correlation should have been significant in the control condition in which there were no demand characteristics or experimental manipulations (i.e., the straight take). That there was only a significant correlation in the experimental conditions in which multitasking was desired, suggests that this relationship may depend on additional factors, such as the presence of motivation to manage impressions regarding specific traits.

Impression Management. Research on impression management (IM) in personnel selection processes (i.e., interviews and pencil-and-paper tests) suggests that differences in personality are related to the frequency of IM usage as well as the type of IM utilized (Barrick &

Mount, 1996; Gardner & Martinko, 1988; Kristof-Brown, Barrick & Franke, 2002; Weiss & Feldman, 2006). Relating to the present study, extraversion is related to IM during selection tests. Kristof-Brown and colleagues (2002) found that extraversion was related to self-promoting forms of IM during job interviews, while not related to other-promoting IM. Applicants' use of IM was correlated with interviewers' decisions regarding P-E fit such that those who correctly managed their impressions were deemed a stronger fit, which could subsequently impact hiring decisions.

Weiss and Feldman (2006) built upon this research and further investigated how extraversion related to different forms of IM. Extraversion positively correlated with both the number of lies told during a simulated selection process involving both an interview and a pencil-and-paper test ($r = .3, p < .05$) and with the use of self-promotion tactics ($r = .37, p < .05$), thus extending the work by Kristof-Brown and colleagues (2002). Using socially desirable responding as a proxy for IM, the present study shows a similar relationship with extraversion ($r = .37, p < .01$). Additionally, support for hypothesis four (i.e., the presence of a significant interaction based on the job characteristics) implies that self-promotion, in the form of manipulating polychronicity, was also exhibited in this study.

As can be seen, the results of the present study correspond well with the previous research on extraversion and IM. The extraverts did in fact display more socially desirable responses across all conditions, thus showing a tendency toward self-promotion; however, there was only a correlation between extraversion and polychronicity in the high multitasking conditions. Polychronicity was the variable being targeted for self-promotional distortion, which suggests that the relationship between extraversion and polychronicity should have been consistent across conditions. It appears that the simple relationship between extraversion and IM

is unable to provide a full explanation for why a personality trait that is predictive of IM was not consistently correlated with the variable that was being distorted; therefore, other elements must be at play.

Trait Activation Theory. Tett & Guterman (2000) posited a theory of trait activation that takes into account that both traits and situations can affect individuals' behavior. In this interactionist approach to elucidating behavior the authors propose that behaviors may be based on situation-trait interactions occurring due to situational cues activating latent traits. A person may possess a trait and yet only exhibit trait-related behaviors in situations that activate expressions of that trait (Tett & Guterman, 2000). This theory has been used to explain the discrepancies between ratings that can occur in assessment centers involving various activities that measure the same traits. According to trait activation theory, the cues present in the different activities may cause the participants to demonstrate their traits differently based on the varying situations.

While trait activation theory may lend itself best to within-subjects examples, it can also be applied to the present, between-subjects experiment. Applying trait activation theory to the present study involves the following connections. Instead of traits being differentially activated across situations, in this example they are being differentially activated across experimental conditions. Following the trait activation theory logic, in this experiment the two conditions (i.e., situations) are high versus low demand for multitasking in the context of a job application. The trait that is being differentially activated between the two conditions is extraversion; likely because of extraversion's relationship with higher need for stimulation, which could be provided by a job involving multitasking. And lastly, the trait expression in the form of a behavior would be whether or not self-promoting IM was utilized to report high levels of polychronicity.

In the conditions in which the job requires high levels of multitasking, it appears that there were clear conditional (i.e., situational) cues that polychronicity was required; therefore, extraverts were primed to activate their IM capabilities and respond as highly polychronic. Those who were lower on extraversion, and subsequently not as likely to use IM, would therefore report lower levels of polychronicity. Since the relationship is linear, this does not mean that introverted persons were not able to use any IM, it simply implies that they did not distort their responses to be as high as those who were more extraverted did. Conversely, in the low multitasking conditions the cues regarding what the situation called for may not have been as clear. Indeed the second manipulation check did show a lesser degree of understanding for the low multitasking conditions. Subsequently it may be that the ambiguous cues are responsible for the lack of extraversion-polychronicity correlation because neither extraverts nor introverts knew definitively how to best manipulate their responses. Although as a whole the participants did correctly manipulate their responses in the expected directions, perhaps there would have been even larger differences had the cues been stronger in the low multitasking conditions.

This explanation corresponds well with another component of trait activation theory. There are two aspects that predict whether a trait will be activated: the situation strength and the trait relevancy (Tett & Guterman, 2000). According to the authors, this difference essentially boils down to situation strength being a matter of quantity of situational cues, while trait relevancy is a matter of quality of situational cues. Situations can be characterized as either strong or weak, which affects the variance that can be seen in individuals' traits, between persons. If the situation has a number of cues calling for a specific behavior, more people will activate the corresponding trait, whereas in a weak situation this will not occur because the cues will be ambiguous (Tett & Guterman, 2000). This may further explain why the extraversion-

polychronicity correlation only occurred in the high multitasking conditions. As has been mentioned, according to the second manipulation check there was a slight difference in the strength of the manipulations regarding multitasking such that the high multitasking manipulation appeared to have been slightly stronger than the low multitasking manipulation. Following this logic, the high multitasking conditions would represent a strong situation in which there were clear cues, and the low multitasking conditions would represent a weaker situation in which the cues were more ambiguous (i.e., perhaps a quality issues) and lacked an increased quantity to make up for the ambiguity.

Practical Contributions

The differences between conditions regarding the Big 5 personality variables and polychronicity reflect the ability of the participants to understand what is expected of a job applicant in various contexts and to respond accordingly. In all conditions the participants made logical manipulations to their responses based on the level of job information provided. Comparing the control groups' ("straight-take" vs. job application) response patterns to each other, as well as by analyzing the interaction that took place in the 2x2 design, demonstrated that calculation that went into the participants' responses. In sum, the results of the present study offer further support to the argument that faking to improve applicant impressions does indeed occur, and moreover that this effect can take place with varying levels of demand characteristics present.

Polychronicity & Faking. As was previously mentioned, existing research did not find a correlation between the IPV and socially desirable responding (Crowne & Marlowe, 1960). The present study, which is also one of the first explorations of the MPI and socially desirable responding, replicated this null finding in regard to the IPV but did find a small, statistically

significant correlation with the MPI. While the presence of a correlation between polychronicity and socially desirable responding does not explain the faking that was demonstrated throughout the four experimental conditions, this finding does have relevance for debate currently occurring within the faking literature.

An increasingly popular argument is that social desirability scales are not actually identifying individual differences in purposeful faking, but are instead a reflection of other personality dimensions (Bing, Kluemper, Davison, Taylor & Novicevic, 2011). Socially desirable responding scales have been found to correlate with some of the Big 5 traits and the present study suggests that they may also have a slight correlation with polychronicity. If socially desirable responding is redundant with other personality measures, it will not serve its purpose of improving the validity of personality test scores (Bing et al., 2011). If practitioners are going to include measures of both polychronicity and socially desirable responding in selection tests, it may be best to utilize measures of faking/impression management that are uncorrelated with polychronicity and other personality variables in order to avoid redundancy in measures.

The present study also demonstrated (See Figure 2) that applicants were able to successfully adjust their polychronicity scores to reflect a desirable level of this time use preference based on the brief job descriptions provided. While some research suggests that the level and frequency of faking present in lab studies is highly inflated compared to that which actually occurs in the workplace (e.g., Ones & Viswesvaran, 1998), there is more recent evidence that suggests that faking does indeed occur, though perhaps at a slightly lower level, in field samples (Griffith, Chmielowski & Yoshita, 2007). It may be a long while before this debate

is resolved, therefore in the mean time it is important to understand the risks associated with using polychronicity measures in personnel selection.

The present study showed that individuals could skillfully manipulate their scores with very little information. This suggests that applicants in real workplaces would be quite capable of manipulating their scores. Bear in mind that in a real job application setting the applicants are likely to have researched the job to which they are applying and would subsequently have far more detailed information regarding the job demands and work environment than the participants in the present study possessed. The presence of more information would likely make response distortion easier than it was in the present study, which suggests that the results of the present study would generalize to realistic application settings. It may even take self-regulatory effort for applicants to not respond according to the evident temporal demands of the job that they are applying for when the questions are as face valid as those of the MPI are.

Moreover, motivation to obtain the job was also a significant factor contributing to participants' response manipulation. The present study demonstrated that even imagined motivation to apply for the job affected the degree to which participants manipulated their scores. For example, in the low P-E fit/low multitasking condition the mean did not significantly vary from that of the control group whereas those in the high P-E fit/high multitasking condition had the highest polychronicity scores, thus demonstrating that fit-based motivation to acquire a job impacts the level of effort participants dedicated to manipulating their scores. Under the assumption that most job applicants are motivated to successfully acquire the jobs that they apply for, it follows that real job applicants are likely to exhibit response manipulation. The strength of the effects found in the present study, in which the manipulation was relatively weak, have important implications for realistic selection settings. The participants were able to quite

successfully manipulate their scores in desirable directions with very small amounts of information, which does not bode well for utilizing polychronicity in personnel selection.

To avoid the potentially negative affects of faking when utilizing polychronicity scales in a selection system practitioners could adopt a select-out procedure. Meaning that polychronicity scores could be used as a means to select applicants out of the selection pool as opposed to selecting them into the pool. This method would eliminate those persons that were not truly polychronic and were also unmotivated to alter their responses. Research has shown that this method may eliminate those persons that would perform at less successful levels (Mueller-Hanson, Heggstad & Thornton, 2003).

Job Applications & Faking. Following the typical method used to study faking in personnel selection (take this survey vs. apply for this job; McFarland & Ryan, 2000; Mueller-Hanson et al., 2003) this study found that participants significantly altered their personality profiles in the socially desired direction. In the existing literature the fake vs. no fake manipulations have generally been significantly stronger than what was used in the present study, such as clearly instructing participants to fake their responses or even providing descriptions of the characteristics an ideal applicant possesses. Interestingly, although the directions in the present study did not explicitly encourage people to fake their responses or to try to get the job at any cost, large differences between the two groups were found. This suggests that the concept of applying for a job is powerful enough that people do not need encouragement in order to distort their responses to basic personality questions.

Comparing the differences in reported polychronicity between the control groups (“straight-take” vs. job application) demonstrates that applicants did not systematically manipulate their responses to polychronicity questions. This is likely due to a lack of information

regarding the temporal demands of the job as well as the nascent nature of general attitudes toward multitasking. These same participants did in fact systematically manipulate their responses in socially desirable directions for question regarding well-known personality characteristics such as conscientiousness and neuroticism. The directions of these differences are supported by existing research on faking personality scores (McFarland & Ryan, 2000). These systematic differences between the Big 5 score and the polychronicity scores may reflect two different processes. One, job applicants may only distort their responses for constructs for which there are widely held beliefs regarding what is desirable. Or two, that they will only distort responses for constructs that directly apply to the demands of the job. The present study is unable to unveil the underlying mechanism, but it appears that a combination of processes could have had an effect on the participants' choices regarding response distortion.

Limitations

While the present study has provided valuable insights on potential risks of utilizing polychronicity for personnel selection, there are undoubtedly limitations. Experimental methods have great strengths with regard to experimental control (e.g., random assignment and control conditions), yet the potential lack of generalizability across populations is a limitation. The sample utilized (i.e., largely white, female, psychology undergraduates) would allow comparisons to groups that are similar, however due to the range restriction regarding race, gender, age and cognitive ability, it could be difficult to generalize across wider populations. The average high school GPA of the present sample was relatively high ($M = 3.72$, $SD = .37$), indicating that the results may not be completely accurate for a more representative population. This relatively restricted range of scores for GPA is likely the reason for the non-significant finding when correlated with other variables including the measures of polychronicity.

As the sample utilized in this study was college undergraduates that were essentially engaging in a vignette, the results may not be directly representative of how actual job applicants would behave, although attaining a job is certainly a salient topic for most college students. As was previously mentioned there is contention regarding whether laboratory samples can represent how job applicants behave in genuine personnel selection situations, therefore future research regarding polychronicity for personnel selection could benefit from investigating the behavioral patterns of a field sample.

Conclusion

The goal of the present effort was to further the understanding of utilizing polychronicity for personnel selection systems. Insight has been gained as to the risks regarding faking that may be inherent when polychronicity measures are included in selection tests. While faking may be an issue that requires attention, there may still be value to measuring applicants' polychronicity. Performance is not determined solely from ability; therefore when selecting for jobs requiring multitasking behaviors, gathering data regarding employees' polychronicity could help to predict their potential work motivation, intrinsic enjoyment and ultimate well-being. Despite the risks associated with utilizing self-report, non-cognitive (fakeable!) measures in personnel selection, there may indeed be great value in polychronicity.

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Table 1. Descriptive Statistics, Intercorrelations and Alpha Coefficients

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1 Agreeableness	4.11	.69	(.88)										
2 Extraversion	3.71	.78	.49**	(.87)									
3 Conscientiousness	4.14	.77	.71**	.49**	(.90)								
4 Neuroticism	2.35	.89	-.66**	-.55**	-.70**	(.89)							
5 Openness	3.77	.65	.52**	.56**	.47**	-.50**	(.84)						
6 MPI	2.73	.91	-.05	.14**	-.12**	-.03	.16**	(.94)					
7 IPV	2.68	.98	-.02	.20**	-.06	-.09**	.19**	.90**	(.95)				
8 Social Desirability	21.94	7.83	.58**	.37**	.66**	-.63**	.38**	-.10**	-.03	(.92)			
9 High School GPA	3.72	.37	.05	-.01	.11**	-.03	.00	-.02	-.02	.08**	--		
10 SAT Score	1746.38	235.58	-.10**	-.04	-.05	.00	.02	-.04	-.03	-.03	.23**	--	
11 Gender (0=Female, 1=Male)	.26	.44	-.17**	-.13**	-.14**	.01	-.08*	.02	.02	-.09**	-.09**	.14**	--

Note. n= 1068-1098. Values along the diagonal are alpha coefficients. SD= standard deviation.

* p< .05, **p< .01, two-tailed.

Figure 1. Comparison of Extraversion-Polychronicity Correlations by Condition

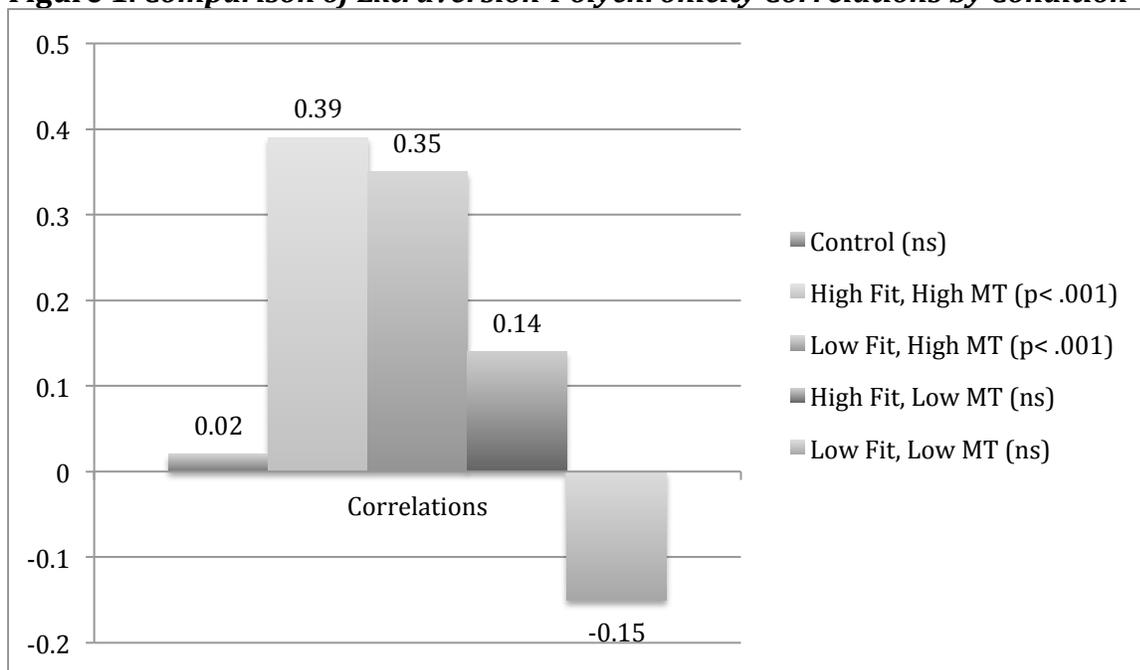
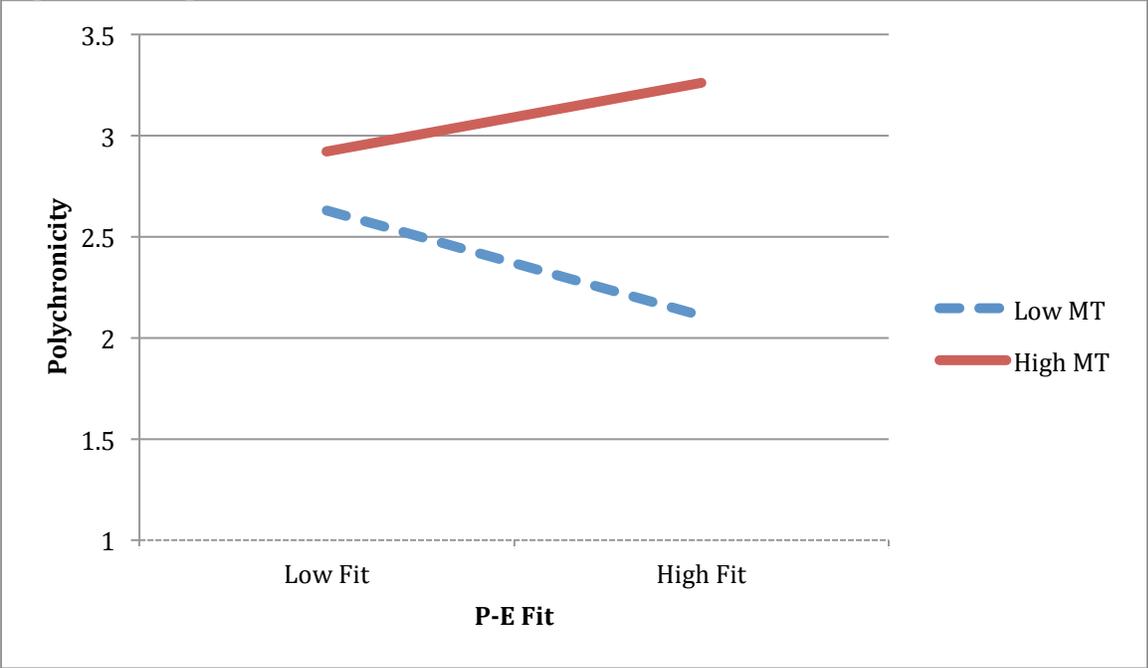


Figure 2. Temporal Demands X P-E Fit Interaction



Appendix A Survey Materials

Manipulations

Prior to being given the manipulation, participants in all conditions will read the following directions:

In this study you will be pretending to be a job applicant. You will read a description of a scenario and then respond to the following questionnaire based upon how you think a job applicant in that scenario would answer the questions. Imagine that you are the job applicant throughout the whole first section of the study. If you are supposed to answer based on your own personality, you will be clearly informed.

Here are the scenarios that will be given to participants in each of the five conditions:

Control Condition: In this study you will be applying for a job. The first part of the application process involves completing a survey. Your results on the following survey will be used to determine whether you will move on to the next step of the employment process. Please do your best to qualify for this job. Best of luck!

High P-E Fit/High Multitasking: In this study you will be applying for a job. This is a job that you are very excited about since it allows you to utilize your education, abilities and experiences. You feel that this job would be a great fit for you, and the career center is strongly suggesting that you apply. If you were to get this job you would be working in a fast-paced, stimulating environment. You would have the opportunity to be involved in multiple projects and juggle simultaneous demands.

The first part of the application process involves completing a survey. Your results on the following survey will be used to determine whether you will move on to the next step of the employment process. Please do your best to qualify for this job. Best of luck!

High P-E Fit/ Low Multitasking: In this study you will be applying for a job. This is a job that you are very excited about since it allows you to utilize your education, abilities and experiences. You feel that this job would be a great fit for you, and the career center is strongly suggesting that you apply. If you were to get this job you would be working in a very methodical and organized environment. You would have the opportunity to focus on one project at a time and address demands sequentially.

The first part of the application process involves completing a survey. Your results on the following survey will be used to determine whether you will move on to the next step of the employment process. Please do your best to qualify for this job. Best of luck!

Measures

Personality.

The Big-Five Personality Inventory (Responses on a 5-point Likert scale)

I am someone who...

- | | | | |
|-----------|--|-----------|---|
| 1. _____ | Is talkative | 41. _____ | Has few artistic interests |
| 2. _____ | Tends to find fault with others | 42. _____ | Likes to cooperate with others |
| 3. _____ | Does a thorough job | 43. _____ | Is easily distracted |
| 4. _____ | Is depressed, blue | 44. _____ | Is sophisticated in art, music, or literature |
| 5. _____ | Is original, comes up with new ideas | | |
| 6. _____ | Is reserved | | |
| 7. _____ | Is helpful and unselfish with others | | |
| 8. _____ | Can be somewhat careless | | |
| 9. _____ | Is relaxed, handles stress well. | | |
| 10. _____ | Is curious about many different things | | |
| 11. _____ | Is full of energy | | |
| 12. _____ | Starts quarrels with others | | |
| 13. _____ | Is a reliable worker | | |
| 14. _____ | Can be tense | | |
| 15. _____ | Is ingenious, a deep thinker | | |
| 16. _____ | Generates a lot of enthusiasm | | |
| 17. _____ | Has a forgiving nature | | |
| 18. _____ | Tends to be disorganized | | |
| 19. _____ | Worries a lot | | |
| 20. _____ | Has an active imagination | | |
| 21. _____ | Tends to be quiet | | |
| 22. _____ | Is generally trusting | | |
| 23. _____ | Tends to be lazy | | |
| 24. _____ | Is emotionally stable, not easily upset | | |
| 25. _____ | Is inventive | | |
| 26. _____ | Has an assertive personality | | |
| 27. _____ | Can be cold and aloof | | |
| 28. _____ | Perseveres until the task is finished | | |
| 29. _____ | Can be moody | | |
| 30. _____ | Values artistic, aesthetic experiences | | |
| 31. _____ | Is sometimes shy, inhibited | | |
| 32. _____ | Is considerate and kind to almost everyone | | |
| 33. _____ | Does things efficiently | | |
| 34. _____ | Remains calm in tense situations | | |
| 35. _____ | Prefers work that is routine | | |
| 36. _____ | Is outgoing, sociable | | |
| 37. _____ | Is sometimes rude to others | | |
| 38. _____ | Makes plans and follows through with them | | |
| 39. _____ | Gets nervous easily | | |
| 40. _____ | Likes to reflect, play with ideas | | |

Temporal Behavioral Preferences.

Multitasking Preferences Inventory (Responses on a 5-point Likert scale)

- _____ 1. I prefer to work on several projects in a day, rather than completing one project and then switching to another.
- _____ 2. I would like to work in a job where I was constantly shifting from one task to another, like a receptionist or an air traffic controller.
- _____ 3. I lose interest in what I am doing if I have to focus on the same task for long periods of time, without thinking about or doing something else.
- _____ 4. When doing a number of assignments, I like to switch back and forth between them rather than do one at a time.
- _____ 5. I like to finish one task completely before focusing on anything else.
- _____ 6. It makes me uncomfortable when I am not able to finish one task completely before focusing on another task.
- _____ 7. I am much more engaged in what I am doing if I am able to switch between several different tasks.
- _____ 8. I do not like having to shift my attention between multiple tasks.
- _____ 9. I would rather switch back and forth between several projects than concentrate my efforts on just one.
- _____ 10. I would prefer to work in an environment where I can finish one task before starting the next.
- _____ 11. I don't like when I have to stop in the middle of a task to work on something else.
- _____ 12. When I have a task to complete, I like to break it up by switching to other tasks intermittently.
- _____ 13. I have a "one-track" mind.
- _____ 14. I prefer not to be interrupted when working on a task.

Inventory of Polychronic Values (Responses on a 5-point Likert scale)

- _____ 1. I like to juggle several activities at the same time.
- _____ 2. I prefer to do one thing at a time.
- _____ 3. I believe people should try to do many things at once.
- _____ 4. When I work by myself, I usually work on one task at a time.
- _____ 5. I believe it is best to complete one task before beginning another.
- _____ 6. I believe people do their best work when they have many tasks to do.
- _____ 7. I would rather complete an entire project every day than complete parts of several projects.
- _____ 8. When I sit down at my desk, I work on one project at a time.
- _____ 9. I am comfortable doing several things at the same time.
- _____ 10. I believe it is best for people to be given several tasks and assignments to perform at the same time.

Socially Desirable Responding.

Marlowe-Crowne Social Desirability Scale (Responses of True or False)

On the following question please respond to the statements by circling either true, or false.

- T F 1. Before voting I thoroughly investigate the qualifications of all the candidates.
- T F 2. I never hesitate to go out of my way to help someone in trouble.
- T F 3. It is sometimes hard for me to go on with my work if I am not encouraged.
- T F 4. I have never intensely disliked anyone.
- T F 5. On occasions I have had doubts about my ability to succeed in life.
- T F 6. I sometimes feel resentful when I don't get my way.
- T F 7. I am always careful about my manner of dress.
- T F 8. My table manners at home are as good as when I eat out in a restaurant.
- T F 9. If I could get into a movie without paying and be sure I was not seen I would probably do it.
- T F 10. On a few occasions, I have given up something because I thought too little of my ability.
- T F 11. I like to gossip at times.
- T F 12. There have been times when I felt like rebelling against people in authority even though I knew they were right.
- T F 13. No matter who I'm talking to, I'm always a good listener.
- T F 14. I can remember "playing sick" to get out of something.
- T F 15. There have been occasions when I have taken advantage of someone.
- T F 16. I'm always willing to admit it when I make a mistake.
- T F 17. I always try to practice what I preach.
- T F 18. I don't find it particularly difficult to get along with loudmouthed, obnoxious people.
- T F 19. I sometimes try to get even rather than forgive and forget.
- T F 20. When I don't know something I don't mind at all admitting it.
- T F 21. I am always courteous, even to people who are disagreeable.
- T F 22. At times I have really insisted on having things my own way.
- T F 23. There have been occasions when I felt like smashing things.
- T F 24. I would never think of letting someone else be punished for my wrong-doings.
- T F 25. I never resent being asked to return a favor.
- T F 26. I have never been irked when people expressed ideas very different from my own.
- T F 27. I never make a long trip without checking the safety of my car.
- T F 28. There have been times when I was quite jealous of the good fortune of others.
- T F 29. I have almost never felt the urge to tell someone off.
- T F 30. I am sometimes irritated by people who ask favors of me.
- T F 31. I have never felt that I was punished without cause.
- T F 32. I sometimes think when people have a misfortune they only got what they deserved.
- T F 33. I have never deliberately said something that hurt someone's feelings.

Demographic Information

Now that you have completed the experiment, please report the following information based on your own information:

1. Age: _____
2. Gender: Male / Female (circle one)
3. Race: (circle the race that you most identify with)
 - White/Caucasian
 - Black/African American
 - American Indian
 - Hispanic/Latino
 - Asian/Asian American
 - Pacific Islander
 - Asian Indian
 - Other _____
4. High School Cumulative GPA: _____
5. SAT Score (Total; ranging from 200-2400): _____
6. ACT Score (Total): _____
7. Year in College: (circle one)
 - First Year/Freshman
 - Second Year/Sophomore
 - Third Year/Junior
 - Fourth Year/Senior
 - Fifth Year/Senior
8. College Cumulative GPA: _____
9. How many college semesters is this GPA based on (ex: number of semesters in school): _____

Appendix B
Hypothesized Model

