



Compensation as a Moderator in the Relationship between Polychronic Work Behavior and Employee Engagement among Top-Level Employees in Sri Lanka's Licensed Commercial Banks

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Abstract

The study mainly investigates the relationship between polychronic work behavior and employee engagement. Moreover, the research study intended to analyze the moderating effect of compensation between polychronic work behavior and employee engagement in the Sri Lankan banking industry. The Sri Lankan banking industry impacts the GDP by contributing 60%, whereas out of all the industries in Sri Lanka, around 40% of employees work in the banking industry. Therefore, the researcher focuses on determining the impact of polychronic work behavior on employee engagement as well as the moderating effect of compensation between these two variables among top-level employees in Sri Lanka's licensed commercial banks. A quantitative research framework was utilized, and purposive sampling was adopted. The pre-survey revealed the presence of 188 respondents, and Taro Yamane's formula guided the selection of a sample of 128. The data was collected through primary data using structured questionnaires. Both descriptive and inferential statistics were examined via the SPSS 25.0 version to present and analyze the data, and the results were obtained. The findings of the current study demonstrate that there is a strong positive relationship between polychronic work behavior and employee engagement. Moreover, it was identified that the moderator variable compensation is moderating the relationship between polychronic work behavior and employee engagement. The current study's novelty lies in its exploration of compensation as a moderator in the relationship between polychronic work behavior and employee engagement in the Sri Lankan banking context, which is an area that has not been extensively examined in previous research. This research study contributes new insights into the role of compensation in handling multitasking behaviors and enhancing employee engagement in the workplace.

Key Word: *Compensation, Employee engagement, Licensed*

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Introduction

Employee engagement is important for every organization in terms of enhancing organization growth and employees career advancement. The organizations need to protect the current employees by providing a safe environment, facilities required, and proper motivation to retain them within the organization. By implementing this kind of practices, the employees can be motivated towards the work, and it will lead to better performance for the organization. If an organization fails to retain its employees, it will lose the employees by higher staff turnover, and it would negatively impact the reputation of the organization. In the context of higher staff turnover which leads to both organization and its employees suffer financially and morally (Andriani & Disman, 2023). According to, (Izvercian et al, 2016), disengaged employees would withdraw their efforts and eventually leave the organization whereas employees who actively contribute to their work would be loyal to the organization. As per the survey of State of the Global Workplace, (2024) stated that only 23% of employees worldwide are engaged at work, while 15% of employees are actively disengaged globally, which leads to productivity losses whereas 62% of the employees are not engaged in the career. This is one of the vital evidences demonstrates that the degree of fully engaged employees are less than disengaged employees. Therefore an organization's major critical is to retain its employees (Arasli et al., 2018)

Therefore, an organization should consider itself to take the actions to retain the employees, and an impact will create a positive image among the

existing employees and new recruits of the organization. Employee engagement can vary from person to person, and various factors can impact turnover intention level, which are considered Employee engagement and job satisfaction (Labrague et al., 2018). For the turnover, if an employee is filled with multiple tasks to do at a time, some people get stressed and intend to leave the organization. However, there are some employees who are very talented to proceed multiple tasks in a given period of time. This is defined as Polychronic. That means doing multitasking at a time. These kinds of individuality features—the Polychronic is doing multitasking behavior—may enhance the happiness from the job and decline desire to quit and lead to greatest performance in the work (Zhang & Rau, 2016). In the context of Polychronic culture, the employees are willing to work multiple tasks simultaneously, and they want to feel that they can accomplish things this way the greatest way (Andriani & Sembiring, 2019). However, the employees who have a talent to multitask at a time, if they do not feel good with the company structure, and the Compensation, they will quit the organization or the engagement towards the work will be declined. Due to lowering their engagement level in the job, they will turn into an unsatisfied employee.

The unsatisfied employees are more likely to look for new jobs, resign, or even abandon the company (Robbins & Judge, 2018). To enhance Employee engagement, the organization must provide Compensation and commensurate benefits evidence (O'Loughlin, 2016). The Compensation dimensions include both financial and

nonfinancial rewards Such as incentives, salary, bonus payment, health insurance, leave, pensions, promotion, recognition, and rewards combinedly impact the engagement of employees (Kurniawan & Nurtjahjanti, 2017). If compensation is properly well managed, it will assist the organization in attaining its objectives, acquiring and retaining individuals, and motivating them as well (Andriani & Disman, 2023). Whereas if any organization does not provide appropriate proper remuneration, they are mostly to leave the organization; in this context, it is harder to reassign them (Rokhimakhumullah, 2017). Moreover, the organizations have to face challenges from employees apart from they are leaving the organization. For example, by providing lesser salaries, the performance of the employees will suffer, as a result, the organization will receive many complaints, and strikes will lead to physical and psychological acts (Andriani & Disman, 2023). If the organizations are directly benefited through the increased engagement of employees when employees are appreciated and recognized (Dajani, 2015). Considering these circumstances, it can be concluded that compensation significantly impacts employee engagement (Maisonni et al., 2019).

Based on these circumstances, the current research study focuses on investigating the same relationship within Sri Lanka's banking sector, specifically in licensed commercial banks. The licensed commercial banks in Sri Lanka are known for providing competitive compensation packages when compared to other industries. This

is important to attract and retain the talented employees in the industry .

As per the Central Bank of Sri Lanka (2021,) the country's GDP and the banking sector provide major contributions to the economic development. The commercial banks are responsible for the economic growth and also provide a supportive work environment, which empowers employee retention and productivity (Nimali Perera & Wijewardana, 2019). Several studies highlighted the role of compensation in moderating employee behavior, especially related to multitasking and employee engagement. The compensation, which is both financial and non-financial, has been demonstrated to play an important role in encouraging employees and empowering job satisfaction, which enhances engagement (Andriani & Disman, 2023). Whatsoever, there is a gap in research in the context of the moderating effect of compensation on the relationship between polychronic work behaviour and employee engagement in the banking sector in Sri Lanka. Even though polychronicity and compensation are significant themes to discuss, there are no studies that investigate the moderating role of compensation between polychronic work behaviour and employee engagement in the commercial banking sector in Sri Lanka. This gap demonstrates that here are both empirical and knowledge gaps in the existing literature that this study tries to address.

Research objectives

To investigate the impact of polychronic work behaviour on employee engagement among top-

level employees in licensed commercial banks in Sri Lanka.

To investigate the moderating effect of compensation on the relationship between polychronic work behaviour and employee engagement among top-level employees in licensed commercial banks in Sri Lanka.

Conceptual Framework

The moderating effect of compensation on the relationship between Polychronic work behavior and Employee engagement is demonstrated in Figure 1.

Hypothesis

The current study proposes that,

HO: There is no relationship between polychronic work behavior and Employee engagement

H1: There is a relationship between polychronic work behavior and Employee engagement

HO: Compensation significantly does not moderates the relationship between polychronic work behavior and employee engagement

Methods

Population and the Sample

The Sri Lanka's Licensed Commercial Banks were considered as the population. According to the Central Bank of Sri Lanka there are twenty-four (24) licensed commercial banks. The study targets on top level employees in

24 head offices of those banks as the population (188 respondents). To choose the respondents from the population. The purposive sampling method was adopted to select the sample for the current study. Because of the voluntary nature of participation, a purposive sampling method was utilized to ensure that only qualified top-level employees were chosen for the current study based on their relevance to the research objectives. This method ensured that only suitable participants with the appropriate level of experience and decision-making authority were included.

Determination of the Sample

The sample size determination is vital to ensuring the research findings accuracy. The current study population is 188. Based on this number, a confidence level of 95% and an error tolerance of 5% were applied to determine the actual sample size. As a result, to analyze the sample size the Taro Yamane's formula was adopted.

According to Taro Yamane's formula, 128 of the respondents chosen by adopting purposive sampling method from 24 mentioned banks. The top-level employees were distributed the questionnaires as Google Forms through email, and 128 responses were received.

The questionnaire and measurement Scales of Variables

The design of the questionnaire consisted of closed-ended questions. It was divided into sections A, B, C, and D. The first section A consisted the respondent's demographic profile and Section B included the questions for polychronic, Section C is for Employee

engagement and Section D is for compensation. All the questions were asked to be answered by using a 5point Likert scale that ranges from 1 to 5 (from strong disagreement to strong agreement). For measuring the constructs of the study, the validated scales were adopted from previous studies. The independent variable, polychronicity, was evaluated through 10 items from the Inventory of Polychronic Values, which was developed by Bluedorn et al., 1999). Time usage, choice, context, and the tangibility of time are the dimensions of this construct. The dependent variable, employee engagement, was evaluated through adopting 17 items from the study of (Sharma, Pankaj, & Gera, 2019), including the dimensions of absorption, vigor, and dedication. The moderating variable compensation was evaluated through 9 items adapted from studies of (Nainggolan, M. Daryono, Sfenrianto, & Frieyadie, 2021) and (Salisu, 2016). This construct includes the dimensions of wages and salaries, incentives, and allowances and facilities.

Data analysis

The movement and nature of the data is explained through Descriptive statistics. The objective of analyzing descriptive analysis is to understand of both dependent and independent variables. The current study had used frequencies, the mean and Skewness, Kurtosis to explain the descriptive Statistics.

Results

The table 1 depicts the demographic profile of 128 respondents. According to that, most of the top employees are from the age category of above 51, with

25% representing 36–51 years and 31.3% representing 20–35 years. Further, in the gender category, males were represented by 53.1%, and 46.9% were female among the 128 respondents. Finally, in the experience category, more than 51% of respondents have 102 years of experience. Experience work and work, and 20% of them have had above 15 years of experience. Around 9% have had 5 years' experience.

To identify the behavior of the dependent, independent, and moderator variables, the researcher utilized descriptive statistics to measure the central tendency of the data set. According to (Lope Pihie & Bagheri, 2009), a mean value below 3.39 is considered low, between 3.40 and 3.79 is moderate, and above 3.80 is categorized as high. This indicates that when the mean is lower, most respondents tend to disagree with the statements, whereas a higher mean shows that most respondents agree with them. Therefore, the mean values of all three variables fall into the high category. Furthermore, the skewness values are within the acceptable range of +3 to -3, and the kurtosis values fall between -10 and 10. This confirms that the collected data for the variables are normally distributed, and all distributions can be considered normal (refer table 2).

By referring to Table 3, the Cronbach's Alpha coefficients for the dependent variable (Employee Engagement), the independent variable (Polychronic Work Behavior), and the moderator variable (Compensation) were all above 0.7. In this context, a Cronbach's Alpha value greater than 0.7 indicates good

internal consistency. According to the rule of thumb applied to Cronbach's Alpha, values above 0.7 are considered good, while values above 0.9 are considered excellent in terms of internal consistency (Pallant, 2020). Based on this, the alpha values of these variables being above 0.7 confirm that the research tool adopted by the researcher demonstrates good internal consistency.

Validity

For the purpose of analyzing the appropriateness of the measurements, the study adopted Kaiser–Meyer–Olkin (KMO) sampling adequacy. The KMO value closer to 1 is considered useful, and the values that are less than 0.05 are not significant (Tabachnick, Fidell, & Osterlind, 2001). According to Table 4, the variables' KMO values are above the acceptable level.

The factor loading values were above the normal threshold level of 0.45 (Comrey & Lee, 1992). The average variance extracted values are the total amount of the variances in the indicators accounted for. The range of them was from .748 to .770. As per that, all the average variance extracted does exceed the 0.5 level which indicates that there exists adequate convergent validity. Further, the composite reliability (CR) was also above the recommended level of 0.7 (Hair, Anderson, Tatham, & Black, 1998). It indicates that there is a higher internal consistency reliability (refer table 5).

Discriminant validity

The table 6 demonstrates that all these variables met the criteria of discriminant

validity (Fornell & Larcker, 1981). These three variables had a greater square root of AVE when compared to the correlation between the variables. According to the table 6, the square root of AVE of the variables is higher than the inter-construct correlations.

Research objective 1: To investigate the impact of polychronic work behavior on employee engagement among top-level employees in licensed commercial banks in Sri Lanka.

As per the table 7, there was a strong positive relationship between Polychronic work behavior and Employee Engagement, as indicated by the Pearson's correlation value of 0.852, which falls within the range of 0.5 to 1. Furthermore, the significance level of 0.000 indicates that the relationship between the dependent and independent variables is statistically significant. Therefore, the first hypothesis of the study was accepted.

The model summary (table 7) evaluated the impact of polychronic work behavior on employee engagement. The results demonstrate that polychronic work behavior predicts employee engagement ($B = 0.654, p < .001$), with 72.6% of the variance. This demonstrates there is a strong positive relationship between polychronic work behavior and employee engagement.

As per the ANOVA table (table 8), there is statistical significance, $F = 333.13, p < .005$, indicating that polychronic work behavior significantly predicts employee engagement.

The coefficient between Polychronic Work behavior and Employee Engagement is 1.629, with a significance level of 0.000 (refer to Table 9). This demonstrates that a one-unit change in Polychronic Work behavior will impact Employee Engagement by increasing it by 1.629. Moreover, a one-unit change in Polychronic Work behavior positively impacts Employee Engagement at a

0.000 significance level. Therefore, H1 can be accepted.

Research objective2: To analyze the moderating effect of compensation between polychronic work behavior and employee engagement among top-level employees in the Licensed commercial banks in Sri Lanka

In this context, in the first model, the R value is 0.852, indicating a strong correlation between polychronic work behavior and employee engagement. The R-square value of .726 suggests that 72.6% of the variance in the dependent variable (employee engagement) can be explained by the independent variable (polychronic work behavior). In the second model, the moderator variable compensation was included. The R value is increased to .859, and the R-squared value increases to .738, which reflects that the addition of compensation enhanced the explanatory power of the model by 1.2%. In the model 3, the interaction term further increased to 0.750 which demonstrates that there is a significant moderation effect (table 10).

In the first model 1 the F-statistic was 333.130 with a significant value. That indicates that the polychronic work

behavior significantly predicts the employee engagement alone. This indicates that the selected regression model is significant in this study. The final outcomes related to the regression beta coefficients and their significance are presented and outlined in Table 8. Whereas model 2 included both polychronic work behavior and compensation. The F-statistic value was 176.229, and it was also significant. This suggests that the compensation enhances the overall model fit. As per the model 3, it had the interaction term (polychronic work behavior* compensation), which improved the model further with $F = 124.02$ AND $P < .005$. The square value of R values increased to .750. This increase of 1.2% in explained variance confirms a significant moderation effect. As a whole, the interaction term ($p = .017$) demonstrates that the moderator variable compensation moderates the relationship between polychronic work behavior and employee engagement (table 11).

The coefficient table (table12) gives clear insights regarding individual predictors. As per model 1, the polychronic work behavior had a strong positive impact on employee engagement with significant value ($\beta = .852, t = 18.252, p < .001$). And in model 2, the variable polychronic work behavior ($\beta = .624, t = 6.033, p < .001$) and the moderator compensation ($\beta = .254, t = 2.455, p = .015$) are considered the significant predictors. These demonstrate that while polychronic work behavior is a strong predictor of employee engagement, the addition of compensation further details variations in engagement levels which Supports its moderating potential in the relationship.

The interaction effect was statistically significant ($B = 0.200, p = .017$). But the compensation no longer has a significant direct predictor, as the p-value is .623. This demonstrates that compensation moderates the relationship between polychronic work behavior and employee engagement rather than directly affecting employee engagement itself.

The F-value, computed in Table 10, is 67.415, which is quite large. It represents the overall model, detailing the changes or variations in the dependent variable, with a p-value of 0.000 ($p < 0.05$). This indicates that the selected regression model is significant in this study, and the predictors—such as interaction, Compensation, and Polychronic work behaviour—are a good fit. The final outcomes associated with the regression beta coefficients and their significance are presented and outlined in Table 10.

There is a strong effect between the independent variable and the dependent variable (P-value = 0.000). Since the Pvalue is ≤ 0.05 , the relationship between Polychronic work behaviour and

Employee Engagement is significant (table 11). The interaction's P-value is 0.003, which is lower than 0.05. This indicates that the moderator variable, Compensation, has an effect on the relationship between the independent variable (Polychronic Polychronic work behaviour) and the dependent variable (Employee Engagement). Hence, H2 is accepted (Compensation moderates the relationship between Polychronic work behaviour and Employee Engagement).

Discussion

The primary purpose of the study is to investigate the impact of Polychronic work behavior on employee engagement, as well as to analyze the moderating role of compensation among top-level employees who are working in licensed commercial banks in Sri Lanka. The findings of the study offer various significant insights that confirm the study hypothesis.

At first, it was confirmed that there is the positive relationship between Polychronic work behavior and employee engagement. It is aligned with previous studies that suggest employees who are involved in multiple tasks at a time and have good value on interpersonal relationships tend to showcase higher levels of engagement (Bluedorn et al., 1992; (Goonetilleke & Luximon, 2010). This study's finding demonstrates that employees who can multitask and handle various activities at a time seem to be more committed, proactive, and engaged in their work. The results also support the study of (Andriani et al., 2021), in that study demonstrated that polychronicity positively impacts employee engagement in dynamic work environments where multitasking and flexibility are important.

Additionally, the current study also confirmed that compensation moderates the relationship between Polychronic work behavior and employee engagement. The finding highlights that when employees with high polychronic tendencies get enough compensation, their engagement levels are increased. This finding is aligned with existing literature, which talks about how

enough financial and nonfinancial rewards will boost employee engagement for those who are involved in highly multitasking (O'Loughlin, 2016; Uniyal, 2024). When employees receive enough compensation, they will reflect well in their multitasking abilities, and it is not only the motivation for them; even the organization will benefit. Whereas, when highly polychronic employees get inadequate or unsatisfactory compensation, it will drive dissatisfaction and disengagement, according to previous studies (Pringgabayu & Kusumastuti, 2016; Uniyal, 2024).

The moderating impact of compensation offers more support to the organization, which should provide competitive compensation packages that should align with the nature of the tasks they do. This is especially vital for top-level employees in commercial banks, who are expected to handle complex, multi-tasked responsibilities.

This study provides a contribution to the broader literature by demonstrating the importance of contextualizing polychronicity within the framework of compensation and engagement. It demonstrates that organizations can empower, enhance employee satisfaction, enhance productivity, and decline turnover by tailoring their compensation strategies to the wants and behaviors of polychronic employees.

The current study has some limitations too. The current study mainly targets the banking industry. Therefore, the data had been collected from the top level bank employees. As an effect, the findings are limited to the bank's staff

only. Therefore, the upcoming research might include other career categories such as leadership styles, job design, and organizational culture. The current research study is limited to only three variables. Therefore, it is recommended to expand the variables of the study.

. Conclusion

The study focuses on evaluating the impact of polychronic work behavior on employee engagement and investigating the moderating role of compensation among top-level employees in licensed commercial banks in Sri Lanka. The findings provide detailed insights regarding the relationships between these study variables, along with implications for organizations searching to empower employee engagement, especially in workplaces where multitasking is prevalent.

The research problem discusses how compensation moderates the relationship between employee engagement and the polychronicity of a top-level employee. The findings of the study confirm that there is a direct positive relationship between polychronic work behavior and employee engagement, consistent with the research problem. Moreover, the moderating role of compensation was investigated, which supports the hypothesis that appropriate compensation empowers the impact of polychronic work behavior on employee engagement. This alignment with the research problem highlights the significance of demonstrating both polychronic work behavior and compensation to utilize the engagement of the employees.

Further, the conclusions of the study are reinforced by previous research studies regarding polychronicity and employee engagement. The definition of polychronicity, as said by Hall (1959) and, moreover, detailed by Bluedorn et al., (1999), demonstrates that the ones who have high polychronicity are much more engaged in multitasking and give more value to relationships than strict time management. These types of personality traits contribute positively to employees' job satisfaction and their engagement level, as they find satisfaction in finishing difficult tasks and having long-term relationships (Goonetilleke & Luximon, 2010). Further, the study supports the claim that the turnover intentions can be reduced by polychronicity (Zhang, 2015), because the employees who do multiple tasks may feel their satisfaction level is high and they are less likely to quit the job.

Regarding compensation, the literature supports regarding the role of moderating employee behavior with financial and non-financial rewards as a major contribution to job satisfaction and employee engagement (Antony, 2018; Andriani & Disman, 2023). This research study confirms that when employees receive fair compensation, their multitasking capabilities and level of engagement are enhanced (McKinsey, 2024; (Uniyal, 2024)). Whereas, providing inadequate compensation for multitasking capabilities drives employee job dissatisfaction and their engagement level towards the job. Therefore, the results of the study connect with the existing body of literature that demonstrates the significance of suitable compensation in encouraging employees to maintain higher engagement.

Figures and Tables

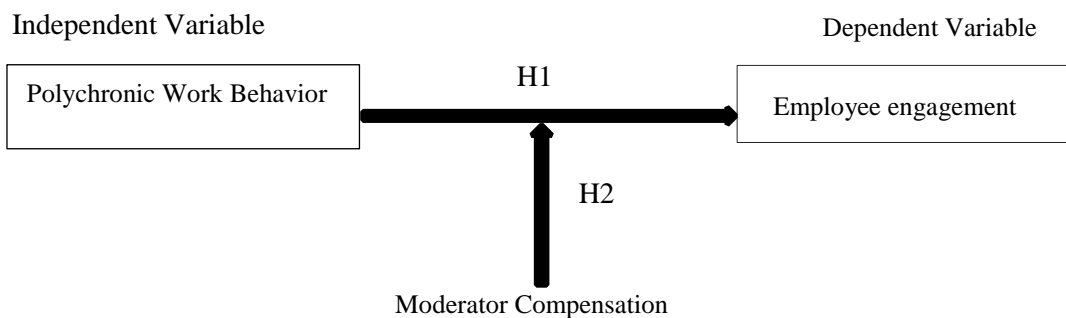


Figure 1: The moderating effect of compensation between polychronic work behavior and Employee engagement

Table 1: Demographic profile

Variables	Values	Percentage
Age	20-35	31.3
	36-51	25.0
	Above 51	43.8
Gender	Female	46.9
	Male	53.1
Experience (years)	5	9.4
	10	51.6
	15	18.8
	Above 15	20.3

Source: SPSS,2024

Table 2: Descriptive Statistics of the Variables

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Polychronic work behavior	128	4.0434	.70928	.445	.214	-1.228	.425
Employee engagement	128	4.2748	.54497	-.048	.214	-.578	.425
compensation	128	4.3148	.40038	.350	.214	-1.098	.425
Valid N (listwise)	128						

Source: SPSS,2024

Table 3: Reliability Analysis of Variables

Variables	Items	Cronbach's Alpha
Polychronic Work Behavior	10	.846
Employee engagement	17	.940
Compensation	9	.781

Source: SPSS,2024

Table 4: Validity

KMO and Bartlett's Test	
Polychronic work behavior	.836
Employee Engagement	.834
Compensation	.853
Sig.	.000

Source: SPSS,2024

Table 5: Measurement Model

Variables	Factor Loading		AVE	Composite reliability
Polychronic work behavior	PB1	-.800	.748	.967
	PB2	-.714		
	PB3	.895		
	PB4	.968		
	PB5	.971		
	PB6	-.632		
	PB7	.956		
	PB8	.834		
	PB9	.837		
	PB10	.971		
Compensation	C1	-.789	.779	.969
	C2	-.842		
	C3	.904		
	C4	.894		
	C5	.984		
	C6	.973		
	C7	.828		
	C8	.902		
	C9	-.803		
Employee Engagement	E1	.935	.770	.982
	E2	.971		
	E3	.965		
	E4	.957		
	E5	.984		
	E6	.968		
	E7	.853		
	E8	.872		
	E9	.978		
	E10	.978		
	E11	.919		

	E12	.848		
	E13	.964		
	E14	-.534		
	E15	-.421		
	E16	-.622		
	E17	-.877		

Source: SPSS,2024

Table 6: Discriminant validity

Variables	Polychronic work behavior	Employee Engagement	Compensation
Polychronic work behavior	0.865	0.852	0.897
Employee Engagement	0.852	0.935	0.814
Compensation	0.897	0.814	0.883

Source: SPSS,2024

Table 7: Correlation

Correlations			
		Polychronic	Employee engagement
Polychronic Work Behavior	Pearson Correlation	1	.852**
	Sig. (2-tailed)		.000
	N	128	128
	Pearson Correlation	.852**	1
	Sig. (2-tailed)	.000	
	N	128	128
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS,2024

Table 8: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.723	.28662
a. Predictors: (Constant), polychronic work behavior				

Source: SPSS,2024

Table 7: Anova

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.367	1	27.367	333.130	.000 ^b
	Residual	10.351	126	.082		
	Total	37.718	127			
a. Dependent Variable: employee engagement						
b. Predictors: (Constant), polychronic work behavior						

Source: SPSS,2024

Table 9: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.629	.147		11.064	.000
	Polychronic work behavior	.654	.036	.852	18.252	.000
a. Dependent Variable: employee_engagement						

Source: SPSS,2024

Moderator Analysis**Table 10:Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.723	.28662
2	.859 ^b	.738	.734	.28107
3	.866 ^c	.750	.744	.27574
a. Predictors: (Constant), polychronic_c				
b. Predictors: (Constant), polychronic_c, compensation_c				
c. Predictors: (Constant), polychronic_c, compensation_c, interaction				

Source: SPSS,2024

Table 11: Anova

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.367	1	27.367	333.130	.000 ^b
	Residual	10.351	126	.082		
	Total	37.718	127			
2	Regression	27.843	2	13.922	176.229	.000 ^c
	Residual	9.875	125	.079		
	Total	37.718	127			
3	Regression	28.290	3	9.430	124.022	.000 ^d
	Residual	9.428	124	.076		
	Total	37.718	127			
a. Dependent Variable: employee_engagement						
b. Predictors: (Constant), polychronic_c						
c. Predictors: (Constant), polychronic_c, compensation_c						
d. Predictors: (Constant), polychronic_c, compensation_c, interaction_in						

Source: SPSS,2024

Table 12: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.275	.025		168.739	.000
	polychronic_c	.654	.036	.852	18.252	.000
2	(Constant)	4.275	.025		172.073	.000
	polychronic_c	.479	.079	.624	6.033	.000
	compensation_c	.346	.141	.254	2.455	.015
3	(Constant)	4.209	.036		115.773	.000
	polychronic_c	.587	.090	.764	6.542	.000
	compensation_c	.086	.175	.063	.492	.623
	interaction_in	.200	.083	.141	2.423	.017

a. Dependent Variable: employee_engagement
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Source: SPSS,2024

Table 13 :Hypothesis Testing Summary

Hypothesis	Accepted/Rejected
H1-There is a relationship between Polychronic Work behavior and Employee engagement.	Accepted
H2- Compensation significantly moderates the relationship between polychronic work behavior and employee engagement, such that the relationship is stronger when compensation is high.	Accepted

Source: SPSS,2024

Author Contributions

For the current study, the researcher contributed in multiple ways. The research commission was developed to identify the moderating role of compensation between polychronic and employee engagement within Sri Lanka's Licensed Commercial banking sector. The research author adopted a detailed literature review to develop a theoretical foundation by selecting correct methodologies as well as formulating the study's objectives. Further, they examined data and the findings to offer a clear understanding about compensation and employee engagement. At last, for drafting, editing, and refining the manuscript, the researcher contributed by evaluating accuracy and related to academic and practical applications in the banking industry.

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