

Exploring the Role of Job Embeddedness in Digital Platform Workers: The Interplay between Personality Traits, Polychronicity and Perceived Organizational Support

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Abstract

Digitalization is revolutionizing economies and societies across the globe, at an unprecedented rate and scope. As a result of automation and digitalization, the digital platform economy has emerged as a latest form of employment in various sectors and occupations. The present study aimed to investigate the relationship between Personality Traits, Polychronicity, Perceived Organizational Support and Job Embeddedness in Digital Platform Workers. Cross sectional research design was employed in this research and the participants were recruited through non-probability purposive sampling. The sample size was comprised of ($N=206$) digital platform workers within the age range of 18 to 35 years ($M= 24.64$, $SD= 3.92$) from different social media platforms. The Big Five Inventory (BFI-10) (Rammstedt & John, 2007), the Multitasking Preference Inventory (Poposki & Oswald, 2010), Perceived Organizational Support Scale (Eisenberger et al., 1986) and Job Embeddedness Scale (Mitchell et al., 2001) were used to measure the variables in the study. The results showed that Personality Traits, Polychronicity and Perceived Organizational Support are significant predictors of Job Embeddedness and have significant correlation between them. Polychronicity also served as a mediator between all the Personality Traits and Job Embeddedness. The findings of the study have significant implications for organizational behaviors within Pakistani context. Organizations, particularly digital platform firms, can improve job embeddedness by taking personality traits and polychronicity preferences into account during the recruitment process.

Keywords: Digital Platform Workers, Job Embeddedness, Mediation, Perceived Organizational Support, Personality Traits, Polychronicity

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Introduction

Digital platform workers, often engaged in gig and remote work environments, face unique challenges and opportunities regarding their connection to work and organization. Prior studies have emphasized

the important influence of personality traits on how employees react to organizational support, indicating that individual differences play an important role in these dynamics (Schneider, 2023). Research shows that polychronic individuals are better able to manage concurrent tasks and adapt to dynamic work environments, which enhances their job satisfaction and embeddedness. According to personality–job fit theory, employees whose multitasking preference aligns with job demands are more likely to feel embedded and committed (Jang & George, 2012)

All humans possess a particular and unique character that differs among individuals, both in behavior and demeanor. Personality is a distinctive trait of people that includes a

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physical, emotional, and cognitive attributes of an individual (Rahimi, 2022). Engler, an expert in personality theory, asserts that each individual is unique and is incomparable to others (Engler, 2014). The "Five-Factor Model" or "The Big Five" was the most widely accepted system to evolve from this approach (McCrae & John, 1992). The acronym OCEAN is a useful method for recalling these five traits.

Polychronicity refers to the degree to which individuals favor multitasking, engaging in two or more tasks at the same time (Waipeng et al., 2005), and actively participating in multiple tasks concurrently (Capdeferro et al., 2014). Eisenberger was the foremost innovator in the examination of POS, commencing in 1986. POS, as defined by Eisenberger et al. (1986), refers to the notion that an organization appreciates the contributions of its employees and is aware of their welfare.

Job embeddedness (JE) encompasses a holistic array of psychological, social, and economical elements that influence employee retention. These influences exist both within and beyond the employee's local work environment, frequently likened to threads in a "web" or "net" in which an individual may become "entangled" (Mitchell & Lee, 2001).

This study seeks to clarify the intricate connections between these constructs by integrating existing literature and empirical findings, highlighting their significance for worker retention and satisfaction within the realm of digital platforms.

Theoretical Framework

The job embeddedness theory, introduced by Mitchell and Lee in 2001 served as the theoretical framework for this study. Mitchell and Lee (2001) argue that job embeddedness indicates that employees are likely to stay with a company as long as the incentives to remain align with or exceed their expectations. The construct is comprised of

three elements: (a) links is connections an employee and his or her family have in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment in which he or she lives, (b) fit is defined as an employee's perceived compatibility or comfort with an organization and with his or her environment, (c) sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving one's job. These three elements are important in the organizational and community context. Job embeddedness can be work related, (e.g. positive relationships with supervisor and coworkers, good health benefits) or non-work related (e.g. spouse works in the same area, parents live in the same community, etc.). Thus, job embeddedness can be conceived of as a three by two matrix in which links, fit, and sacrifice are associated with the organizations and the communities in which the employees live. The concept of job embeddedness plays a significant role in influencing an employee's choice to remain with or leave the organization. Integration into a position diminishes the chances of an individual leaving the organization, thereby enhancing their performance. Concerning the study variables, personality traits such as conscientiousness and agreeableness may foster stronger links and a better fit within the workplace, thereby enhancing job embeddedness (Crossley et al., 2007). In a similar vein, those who exhibit elevated polychronicity often excel in fast-paced settings that prioritize multitasking, resulting in enhanced job satisfaction and a stronger sense of belonging. Together, personality traits, polychronicity, and POS interact to shape the degree of job embeddedness by influencing how well employees connect with and perceive their work context.

Literature Review

It is important to look at the research scholarship regarding Personality Traits, Polychronicity, POS and JE as it will provide foundations for this inquiry. Job embeddedness is acknowledged as a pivotal determinant of voluntary turnover, as evidenced by Peltokorpi and Sekiguchi (2023) who demonstrated a significant negative relationship between job embeddedness and voluntary turnover. Their analysis further revealed that personality traits such as extraversion and openness enhance this relationship, while agreeableness mitigates it, highlighting the moderating role of individual differences in turnover decisions.

Extending this perspective, Oladeji and Ayinde (2018) demonstrated the predictive relevance of personality traits and leadership styles in anticipating work embeddedness among employees of the Ibadan Electricity Distribution Company. The study's results demonstrated that leadership styles and personality traits strongly influenced job embeddedness among employees. Further, Al-Refaei and Ibrahim (2024) found that the positive effects of POS on employee commitment and performance were significantly stronger for individuals high in conscientiousness and emotional stability. This suggests that POS can enhance or buffer the influence of certain personality traits on job-related attitudes and behaviors.

Expanding on the underlying mechanisms, Tabak and Hendy (2016) found that trust serves as a mediator between job embeddedness and work engagement, with perceived organizational support (POS) reinforcing this relationship. Lengmang et al. (2024) deepened this understanding by showing that job embeddedness and polychronicity (the preference for multitasking), positively relate to productivity, demonstrating the practical value of embeddedness in performance

outcomes. Furthermore, Widyahastuti and Anwar (2018) aimed to determine the influence of the Five Personality Dimensions on multitasking abilities. The results indicate that agreeableness significantly enhances multitasking behavior.

In the similar vein, Akgunduz and Sanli (2017) contributed important insights concerning POS, showing its substantial role in enhancing job embeddedness and reducing turnover intentions among hotel employees, highlighting the organizational support's buffering capability. Shariq and Siddiqui (2019) reaffirmed personality's role in organizational embeddedness, discovering positive correlations with all traits except neuroticism, underlining the broader applicability of personality models in embeddedness research.

In addition, El-Sayed et al. (2023) sought to investigate the impact of job embeddedness and polychronicity on the incidence of missed nursing care in perioperative environments, evaluating polychronicity as the partial mediator. Lastly, Nelson et al. (2023) rounded out the review by demonstrating that POS reduces work stress through work meaningfulness and engagement, moderated by personality traits, adding nuance to how individual differences shape responses to organizational support.

Rationale

From the above researches, it can be inferred that previous studies have examined the association between the study variables but they mainly focused on personality traits and job embeddedness and there is a wide research gap studying the impact of polychronicity on Job Embeddedness. These variables provide a comprehensive framework and fill the research gap by understanding what keeps digital platform workers engaged and committed to their work, despite its inherent instability and challenges.

Hypotheses

- There would be a significant positive correlation between Personality Traits, Polychronicity, Perceived Organizational Support and Job Embeddedness.
- Personality Traits, Polychronicity and Perceived Organizational Support would positively predict Job Embeddedness.
- There would be demographic differences (Gender, education and Time zone) for Personality Traits, Polychronicity, Perceived Organizational Support and Job Embeddedness.
- Polychronicity would likely to mediate the relationship between Personality Traits and Job Embeddedness.
- Perceived Organizational Support would likely to serve as moderator in the relationship between Personality Traits and Job Embeddedness.

Methodology

Research Design

A cross- sectional correlational research design was employed to investigate the relationship between Personality Traits, Polychronicity, Perceived Organizational Support and Job Embeddedness among Digital Platform Workers.

Participants

A total of 206 participants were recruited through non-probability purposive sampling within the age range of 18 to 35 years ($M=24.64$, $SD=3.92$). The sample size was calculated using G-Power. Data was collected online through LinkedIn, WhatsApp and Facebook groups from freelancers working on digital platforms such as Upwork, Fiverr, and Guru etc. All participants were educated digital platform workers with proficiency in English; hence, the original English versions of the scales were utilized. Urdu versions were not employed as participants exhibited sufficient proficiency in English at initial screening. Ethical considerations were paramount, with clear instructions provided to ensure participants understand the voluntary nature of their participation and the anonymity of their responses. Participants were approached with at least 6 months of experience and working at least 8 to 9 hours on these digital platforms.

Demographic Characteristics

Participants were asked to give some personal information on age, gender, education, estimated monthly income, platform using for online working, nature of occupation and time zone of work, working experience and duration of working hours.

Table 1

Sociodemographic Characteristics of the Participants (N= 206)

Sample Characteristics	<i>M (SD) / f (%)</i>	Sample Characteristics	<i>M (SD) / f (%)</i>
Age	24.64 (3.92)	Time Zone	
Gender		Day time	141 (68.4)
Men	88 (42.7)	Night Time	65 (31.6)
Women	118 (57.3)	Working Experience	
Education		More than 6 months	33 (16)
Bachelors	135 (65.5)	More than 1 year	74 (35.9)
Masters	71 (34.5)	More than 2 years	99 (48.1)

The descriptive analysis showed that greater number of women participated in the study as compared to men. Most of the participants have completed bachelors' level of studies.

Measures

Personality Traits

It was assessed by 10-Item Big Five Inventory (BFI-10; Rammstedt & John, 2007), a ten-item scale that assesses the Big Five personality traits: Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience using a 5-point Likert scale. Internal consistency of the scale tends to be moderate typically around .40 to .75 across samples.

Polychronicity

It was measured by The Multiphasic Preference Inventory (Poposki & Oswald, 2010) which consists of 14 items on a five-point Likert scale ranging from strongly disagree to strongly agree, with higher scores indicating a stronger preference for concurrent task engagement. The alpha reliability was found to be quite high as .88.

Perceived Organizational Support

It was assessed by Perceived Organizational Support Scale (POSC) Eisenberger et al. (1986) and it comprises of 8 items. Responses are obtained on a 7-point Likert-type scale. Higher scores suggest stronger perception of organizational commitment.

The alpha reliability of this scale was found to be .90

Job Embeddedness

It was measured by Job Embeddedness Scale (Mitchell et al., 2001). It consists of 12 items measured on a 5-point rating scale, where higher values indicate stronger interconnectedness and a greater likelihood

of job retention. The Job Embeddedness Scale demonstrated good reliability with a reported Cronbach's alpha of .88.

More participants worked on day time zone. Moreover, most of the participants have an experience of more than 2 years.

of job retention. The Job Embeddedness Scale demonstrated good reliability with a reported Cronbach's alpha of .88.

Procedure

An authorization letter detailing the goal and nature of the study was requested from the Institute of Applied Psychology, University of the Punjab, Lahore. Participants were approached virtually through online platforms, with a detailed digital informed consent. Ethical considerations were paramount, with clear instructions provided to ensure participants understand the voluntary nature of their participation and the anonymity of their responses. Data was collected through a questionnaire consisting of personal information sheet and assessment measures. Data was analyzed using SPSS and Hayes Process Macro.

Results

The study employed descriptive statistics and calculated alpha reliabilities to ensure the consistency of the assessment measures. Pearson Product Moment Correlation was performed to explore the significant associations present between Personality Traits, Polychronicity, POS and JE. Multiple Hierarchical Regression analysis was performed to access the prediction. Independent sample *t*-test was performed to explore the significant mean differences for gender, education and time zone. Mediation and Moderation analysis was performed by Hayes Process Macro to explore the mediation and moderation between the study variables.

Table 2*Descriptive Statistics and Reliability Analysis of Scales and Subscales (N= 206)*

Scales	M	SD	Range	Cronbach's α
BFI-10	33.99	7.59	16-47	.77
Extraversion	6.69	2.67	2-10	.94
Agreeableness	7.47	2.60	2-10	.96
Conscientiousness	7.34	2.48	2-10	.95
Neuroticism	5.12	2.60	2-10	.93
Openness to Experience	7.36	2.59	2-10	.86
MPI	36.53	10.08	15-61	.81
POSS	42.04	12.25	8-56	.95
JES	42.67	8.94	15-60	.80

Note. K= No. of items, M=Mean, SD= Standard Deviation, α = Cronbach's Alpha, BFI= Big Five Inventory, MPI= Multiphasic Personality Inventory, POSS= Perceived Organizational Support Scale, JES= Job Embeddedness Scale

Table 2 presents the descriptive statistics and Cronbach's alpha for the study variables. SPSS version 23 was used to assess the reliability of the scales for personality traits, polychronicity, perceived organizational

support and job embeddedness. The alpha reliability scores indicated a value of .77 for BFI-10, .81 for MPI, .95 for POSS and .80 for JES.

Table 3*Descriptive Statistics and Pearson Correlation between Study Variables (N=206)*

Variables	M	SD	1	2	3	4	5	6	7	8	9
1.Personality	33.99	2.67	-	.90**	.85**	.76**	-	.87**	.89*	.63**	.75**
2. Extraversion	6.69	2.67	-	-	.74**	.65**	-	.76**	.81**	.63**	.72**
3. Agreeableness	7.47	2.60	-			.55**	-	.76**	.73**	.50**	.57**
4.Conscientiousness	7.34	2.48	-				-	.63**	.64**	.40**	.54**
5.Neuroticism	5.12	2.60	-								
6.Openness	7.36	2.59									
7.Polychronicity	36.53	10.08									
8.POS	42.04	12.25									
9.JE	42.67	8.94									

* $p < .05$, ** $p < .01$, *** $p < .001$

Note. POS= perceived organizational support, JE= Job Embeddedness, M=Mean, SD= Standard Deviation

Table 3 shows significant correlations between the study variables. Personality traits were found to be significantly positively related to polychronicity, POS and

JE. Neuroticism was significantly negatively related to Personality, Polychronicity, POS and JE. Finally, perceived organizational support (POS) was highly positively

correlated with job embeddedness, retaining individuals in digital work highlighting the critical role of support in platforms.

Table 4

Multiple Hierarchical Regression Analysis showing Independent Variables (i.e. Personality Traits, Polychronicity, Perceived Organizational Support) as the predictors for Job Embeddedness in Digital Platform Workers (N=206)

Job Embeddedness in Digital Marketing Workers (N = 200)							
Variable	Job Embeddedness			SE	β	R^2	ΔR^2
	B	95% CI					
		LL	UL				
Model 1						.6***	.6***
Personality Traits	2.05***	1.21	2.89	.42	1.57***		
Extraversion	.21	-.91	1.33	.57	.04		
Agreeableness	-1.87***	-2.82	-.91	.48	-.39***		
Conscientiousness	-1.20**	-2.05	-.34	.43	-.24**		
Neuroticism	1.17*	.21	2.14	.49	.25*		
Openness	-.83	-1.86	.20	.52	-.17		
Model 2						.63***	.03***
Polychronicity	.80***	.42	1.17	.19	.41***		
Model 3						.81***	.18***
POS	.90***	.77	1.03	.06	.64***		

* $p < .05$, ** $p < .01$, *** $p < .001$

Note. POS= Perceived Organizational Support, R^2 = R Square, SE= Standard Error, CI= Confidence Interval,

In model 1, the R square value of .6 revealed that personality traits and its subscales explained 6% variance in job embeddedness with $F(6, 199) = 51.07$, $p < .001$. Furthermore, overall personality traits and neuroticism were found as positive predictors. In model 2, the R square value of .63 revealed that polychronicity explained

63% variance in job embeddedness with $F(7, 198) = 49.81$, $p < .001$. In model 3, the R square value of .81 revealed that perceived organizational support explained 81% variance in job embeddedness with $F(8, 197) = 110.62$, $p < .001$. The results conclude that polychronicity and POS were significant positive predictors of job embeddedness.

Table 5

Independent Sample t-test for Gender, Education and Time Zone differences between Personality Traits, Polychronicity, Perceived Organizational Support and Job Embeddedness (N=206)

	Male (n=88)		Female (n=118)				
Variable	M	SD	M	SD	t	p	Cohen's d
Personality Traits	34.59	6.94	33.54	8.05	1.00	.32	
Extraversion	6.93	2.54	6.51	2.76	1.13	.26	
Agreeableness	7.84	2.55	7.20	2.62	1.74	.08	
Conscientiousness	7.54	2.49	7.19	2.47	1.00	.32	
Neuroticism	4.50	2.59	5.58	2.53	-3.01	.003	0.42
Openness to Experience	7.77	2.47	7.05	2.64	1.99	.05	
Polychronicity	38.10	9.66	35.35	10.27	1.95	.04	0.27
POS	43.79	9.98	40.71	13.59	1.88	.06	
JE	42.71	7.72	42.63	9.45	.07	.95	
	Bachelors (n=135)		Masters (n=71)				
Personality Traits	34.04	7.59	33.89	7.65	.14	.89	
Extraversion	6.58	2.71	6.90	2.60	-.83	.41	
Agreeableness	7.56	2.62	7.32	2.59	.61	.54	
Conscientiousness	7.35	2.58	7.33	2.29	.03	.98	
Neuroticism	5.14	2.68	5.08	2.46	.15	.88	
Openness to Experience	7.42	2.64	7.24	2.50	.48	.63	
Polychronicity	35.94	10.43	37.65	9.36	-1.16	.25	
POS	41.30	12.77	43.42	11.15	-1.18	.24	
JE	41.65	9.54	44.60	6.56	-2.61	.01	0.34
	Day (n=141)		Night (n=65)				
Personality Traits	34.47	7.09	32.94	8.54	1.26	.21	
Extraversion	6.79	2.50	6.48	3.02	.72	.47	
Agreeableness	7.57	2.53	7.28	2.76	.74	.46	
Conscientiousness	7.67	2.31	6.63	2.69	2.70	.01	0.43
Neuroticism	5.09	2.58	5.15	2.67	-.24	.81	
Openness to Experience	7.35	2.51	7.37	2.77	.44	.66	
Polychronicity	36.74	10.35	36.08	9.54	1.95	.05	
POS	42.14	12.45	41.78	11.89	.19	.84	
JE	43.18	8.61	41.55	8.95	1.25	.21	

The results indicated significant gender differences in neuroticism and polychronicity. It was revealed that women exhibit greater scores on neuroticism ($M=5.58$, $SD=2.53$). However, men showed greater scores on polychronicity ($M=38.10$, $SD=9.66$). There were significant education differences for job embeddedness,

individuals having master's degree exhibited greater scores on job embeddedness ($M=44.60$, $SD=6.56$). Significant time zone differences were also found, revealing that individuals exhibited greater scores on conscientiousness who work in day time zone ($M=7.67$, $SD=2.31$).

Table 6

Mediating Role of Polychronicity between Personality Traits and Perceived Organizational Support (N=206)

Variables	Path a: B (SE), t, p	Path b: B (SE), t, p	Indirect Effect: B (SE), 95% CI	Direct Effect: B (SE), t, p	Total Effect: B (SE), t, p	Conclusion
Personality traits	0.59 (0.02), 27.42, <.001	0.94 (0.19), 4.98, <.001	0.56 (0.12), [0.32, 0.81]	0.42 (0.13), 3.31, .001	0.98 (0.06), 15.91, <.001	Partial mediation
Extraversion	1.93 (0.10), 19.87, <.001	1.01 (0.15), 6.91, <.001	1.96 (0.32), [1.37, 2.62]	1.39 (0.35), 3.98, <.001	3.35 (0.22), 14.85, <.001	Partial Mediation
Agreeableness	1.77 (0.12), 15.03, <.001	1.46 (0.13), 11.33, <.001	2.59 (0.24), [2.10, 3.06]	0.09 (0.31), 0.30, .77	2.69 (0.28), 9.70, <.001	Full Mediation
Conscientiousness	1.63 (0.14), 11.79, <.001	1.39 (0.11), 12.09, <.001	2.26 (0.21), [1.87, 2.68]	0.41 (0.29), 1.39, .16	2.67 (0.29), 9.02, <.001	Full Mediation
Neuroticism	-1.76 (0.12), -14.45, <.001	1.46 (0.13), 11.54, <.001	2.58 (0.26), [- 3.12, -2.10]	-0.10 (0.31), -0.33, .74	-2.68 (0.28), -9.48, <.001	Full Mediation
Openness to experience	1.81 (0.12), 11.79, <.001	1.26 (0.13), 9.80, <.001	2.28 (0.25), [1.82, 2.80]	0.77 (0.32), 2.42, .01	3.05 (0.26), 11.64, <.001	Partial Mediation

A mediation analysis was conducted using Hayes' PROCESS Macro (Model 4) to examine whether polychronicity mediates the relationship between all personality traits and

job embeddedness. Polychronicity was found as a significant mediator for all the individual personality traits.

Table 7

Moderating Role of Perceived Organizational Support in the relationship between Personality Traits, its subscales and Job Embeddedness (N=206)

Independent Variable (IV)	B (IV)	SE (IV)	t (IV)	B (POS)	SE (POS)	t (POS)	B	SE	t	95% CI	R	R ²	F
Extraversion	1.39** *	0.20	6.82	0.93***	0.06	15.71	-0.01	0.02	0.67	[-0.05, 0.03]	0.89	0.79	186.45
Agreeableness	0.93** *	0.22	4.28	1.06***	0.06	18.56	0.01	0.02	0.78	[-0.04, 0.05]	0.87	0.76	158.61
Conscientiousness	1.14** *	0.20	5.57	1.07***	0.05	20.20	-0.01	0.02	-0.35	[-0.05, 0.04]	0.88	0.78	176.81
Neuroticism	-0.99** *	0.19	-5.20	1.07***	0.05	19.66	0.01	0.02	0.36	[-0.03, 0.05]	0.87	0.76	164.37
Openness to Experience	1.35** *	0.18	7.50	1.01***	0.05	19.39	-0.01	0.02	-0.48	[-0.05, 0.03]	0.89	0.79	193.72
Overall Personality Score	0.46** *	0.05	8.34	0.89***	0.06	15.93	-0.01	0.01	-0.27	[-0.01, 0.01]	0.90	0.81	281.25

The findings indicate that both Personality Traits, Perceived Organizational Support are individually strong predictors of Job Embeddedness. However, POS does not

significantly moderate the relationship between all individual Personality Traits and Job Embeddedness.

Discussion

The primary objective of this study was to explore the relationship between personality traits, polychronicity, POS and JE in digital platform workers. It was hypothesized that there would be significant positive correlation between all the study variables. Findings of the study clarified the intricate interactions among personality traits, polychronicity, perceived organizational support (POS), and job embeddedness (JE) in the context of digital platform workers. Consistent with prior research, personality traits correlated with polychronicity, suggesting that individuals predisposed to multitasking thrive in dynamic and fluid work environments like digital platforms (Conte & Gintoft, 2005). High polychronicity aligned with greater perceived organizational support, indicating that adaptable workers interpret platform flexibility and feedback mechanisms as affirming, which fosters

loyalty and emotional attachment (Jang & George, 2012)

Focusing on specific traits, agreeableness promoted embeddedness by enhancing fit and linkages via prosocial actions, creating trust, cooperative networks, and organizational alignment with ideals (Gong & Chow, 2009). In the study by Peltokorpi and Sekiguchi, conscientiousness and extraversion showed positive correlations with job embeddedness, indicating that individuals high in these traits tend to be more embedded in their jobs. Agreeableness also demonstrated a positive but weaker correlation with job embeddedness. (Peltokorpi & Sekiguchi, 2023). Research on polychronicity by Yousaf et al. (2021) revealed that workers who prefer multitasking and flourish in dynamic work environments show higher degrees of job embeddedness since their ability to manage several tasks fits well with the demands of

modern, flexible jobs. Ravinin (2015) examined personality and its relation to different indicators of job performance as well as the correlation between personality traits and polychronicity.

Secondly, hierarchical regression analysis showed that all the variables are predictors of JE. This finding aligns with Oladeji and Ayinde study, which examined that both leadership styles and personality factors significantly and independently predicted job embeddedness among employees of Ibadan Electricity Distribution Company (Oladeji & Ayinde, 2018). Similarly, Yousaf et al. (2021) explored the healthcare sector in Pakistan and concluded that polychronicity is a determinant of job embeddedness, indicating that employees with higher polychronic tendencies are less likely to leave their jobs. Further supporting this, Khusna and Suseno (2023) also found that POS is the strongest predictor for job embeddedness in startup employees.

The results from independent samples t-test indicated that women exhibit greater scores on neuroticism, however men show greater scores on polychronicity. These findings echo prior research by Djudiyah et al. (2016) who examined gender differences in neuroticism on college students and found out that males' neuroticism usually lower than females. Moreover, it was discovered that gender differences in polychronicity determine how male and female participants differ in engaging in multi-tasking behavior. Additionally, differences in education levels significantly influenced job embeddedness, with individuals holding a master's degree reporting higher embeddedness scores. This supports Solomon et al. (2022) study, who found that higher educational attainment is associated with greater access to job resources like income, autonomy, and variety, which enhance job embeddedness by fostering stronger organizational connections. Furthermore, significant

variation was observed across time zones; workers in daytime zones exhibited greater conscientiousness, consistent with Kaori et al. (2024), who found that conscientious individuals thrive in structured daytime schedules, as their traits (e.g., diligence, planning) synergize with stable routines, reducing stress and improving performance.

The fourth hypothesis proposed that polychronicity mediates the relationship between personality traits and job embeddedness. The findings are supported by prior research in which El-Sayed et al. (2023) sought to investigate the impact of job embeddedness and polychronicity on perioperative missing nursing care, as well as to evaluate the mediating influence of polychronicity on the association between job embeddedness and perioperative missed nursing care. The mediation results implied that polychronicity partially mediated the indirect effect of employment embeddedness on absent care through polychronicity, which was statistically significant.

The findings of the fifth hypothesis posited that perceived organizational support (POS) moderates the relationship between personality traits and job embeddedness. It is consistent with Kim et al. (2017) study, who examined the moderating effects of supervisor, coworker, and organizational support on the relationship between emotional labor and job performance. Their findings indicated that the moderating effect of POS was not always significant across all outcomes, and the effects could differ based on context and the type of support considered.

Conclusion

In conclusion, literature has focused on these variables and the results of the above-mentioned researches are in favor of the present study. By exploring how individual differences in personality influence perceptions of organizational support and how polychronicity affects job

embeddedness, this research aims to provide valuable insights into the psychological and social dynamics that underpin worker engagement in digital platforms. We have measured all variables in our study once; a longitudinal approach in future studies is also recommended because it enables making causal inferences. Organizations, particularly digital platform firms, can improve job embeddedness and lower turnover by considering personality traits and polychronicity preferences during the recruitment process.

Limitations & Recommendations

A longitudinal approach in future studies is recommended because it enables making causal inferences. Dependence on self-reported data for all variables (personality characteristics, polychronicity, POS, job embeddedness) may result in common method bias and social desirability effects.

Ethics Statement

All the ethical standards of APA were met. Informed consent was taken in written form from all the respondents to participate in this study.

Contribution of Authors

Hureera Fatima: Conceptualization, Investigation, Methodology, Data Curation, Formal Analysis, Writing – Original Draft, Rafia Rafique: Methodology, Writing - Reviewing & Editing, Supervision

Conflict of Interest

There is no conflict of interest declared by the authors.

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Data Availability Statement

The datasets of the current study are not available publicly due to ethical reasons but are available from the corresponding author [H.F.] upon the reasonable request.

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