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Effect Of Polychronicity, Functional Flexibility, Work Engagement and Job Embeddedness on Employee Performance- A PLS-SEM Approach

Sonisha Chandra[1]*, Prof. Manish Gupta[2]

[1]*Research Scholar, Faculty of Management, Invertis University, Bareilly, Uttar Pradesh, India.
[2]Professor & Dean, Faculty of Management, Invertis University, Bareilly, Uttar Pradesh, India.

***Corresponding Author:** Sonisha Chandra
*Email: sonishachandra77@gmail.com

Abstract
Purpose: The purpose of this study is to design a conceptual model to empirically examine the relationships among key variables affecting employee performance in the healthcare sector. Specifically, the model identifies four key factors—polychronicity, functional flexibility, work engagement, and job embeddedness—as hypothesized predictors influencing employee performance in the healthcare sector.
Design/Methodology/Approach: Data were collected from healthcare professionals, predominantly doctors, nurses, paramedical staff, technicians, and administrative personnel, using an adapted instrument to measure the variables of interest. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), a robust analytical technique that allows for the validation of complex structural models and the examination of hypothesized path relationships. This approach was chosen to ensure a comprehensive evaluation of the relationships among the variables within the research framework.
Findings: The results revealed significant positive relationships between polychronicity, functional flexibility, work engagement, and job embeddedness, with employee performance in the healthcare sector. The findings suggest that healthcare professionals who exhibit higher levels of polychronicity and functional flexibility are more likely to demonstrate greater work engagement and stronger job embeddedness, ultimately leading to improved job performance.
Practical Implications: The study provides valuable insights for healthcare management and policymakers, highlighting the importance of fostering polychronicity, enhancing functional flexibility, and promoting work engagement and job embeddedness to improve employee performance. Interventions aimed at enhancing these factors could lead to better healthcare service delivery and higher employee satisfaction.
Originality/Value: This study is one of the first to integrate polychronicity, functional flexibility, work engagement, and job embeddedness within a healthcare context, offering a novel perspective on factors influencing employee performance. It contributes to both academic literature and practical strategies in healthcare management.

Keywords: Polychronicity, Functional Flexibility, Work Engagement, Job Embeddedness, Employee Performance, Healthcare Sector, PLS-SEM

1. Introduction

The healthcare sector is one of the most dynamic and challenging industries, where employee performance is crucial to the quality of care provided (Waheed *et al.*, 2017). As healthcare organizations strive for efficiency and effectiveness, understanding the factors that influence employee performance is essential (Xiaolong *et al.*, 2021). This study explores the impact of four key variables such as polychronicity, functional flexibility, work engagement, and job embeddedness on employee performance within the healthcare sector. The relationships among these factors have been largely unexplored, particularly in the context of healthcare professionals, making this research a timely contribution to both academic and practical discussions in healthcare management.

Using Partial Least Squares Structural Equation Modeling (PLS-SEM), this study analyzes data collected from healthcare professionals, including doctors, nurses, paramedical staff, and administrative personnel. The findings reveal significant positive relationships between the studied factors and employee performance, suggesting that professionals who exhibit higher levels of polychronicity and functional flexibility tend to be more engaged in their work and more embedded in their jobs. These findings have important implications for healthcare organizations, providing valuable insights for policymakers and managers on how to enhance employee performance through targeted interventions.

2. Theoretical Background and Research Hypothesis

The performance of healthcare professionals is pivotal in ensuring high-quality patient care and effective service delivery within the healthcare sector (Vermeeren *et al.*, 2014). To enhance employee performance, it is essential to understand the

[1] Research Scholar, Faculty of Management, Invertis University, Bareilly, Uttar Pradesh, India.
[2] Professor & Dean, Faculty of Management, Invertis University, Bareilly, Uttar Pradesh, India.

various factors that influence it, ranging from individual characteristics to organizational factors (Grigoroudis and Zopounidis, 2012). In this study, we explore how polychronicity, functional flexibility, work engagement, job embeddedness, and innovative work behavior interact to shape employee performance. The theoretical framework for this study draws from several established theories, including the Job Demands-Resources (JD-R) model, Social Exchange Theory, and Theory of Planned Behavior (TPB). Each of these theories provides a lens to understand how individual traits and work-related behaviors contribute to performance outcomes in the healthcare sector.

The Job Demands-Resources (JD-R) model is particularly relevant as it posits that work engagement and job performance are influenced by the balance of job demands and resources (Wingerden *et al.*, 2016). Polychronicity and functional flexibility are conceptualized as job resources that allow employees to manage work demands effectively, leading to greater engagement and performance (Kaiser *et al.*, 2020). Social Exchange Theory emphasizes the reciprocal relationships between employees and their organizations, with job embeddedness playing a key role in creating mutual benefits that improve employee performance (Trinchero *et al.*, 2019). The Theory of Planned Behavior highlights how personal traits (such as polychronicity) and external factors (such as work engagement and job embeddedness) influence an individual's behavior and performance in the workplace (Guo *et al.*, 2019).

Building on these foundational theories, the study also incorporates the role of innovative work behavior as a key mediator in enhancing employee performance (Palumbo, 2021). Innovative work behavior, which involves employees' efforts to generate and implement new ideas, is particularly important in the healthcare sector, where continuous improvement and adaptation are necessary to cope with evolving challenges and the dynamic nature of patient care. The ability to innovate not only improves efficiency and problem-solving within healthcare organizations but also positively influences employee performance by encouraging proactive thinking and resourcefulness (Afsar *et al.*, 2018). By investigating how polychronicity, functional flexibility, work engagement, and job embeddedness contribute to innovative behavior, the study aims to deepen our understanding of the mechanisms through which these factors can be leveraged to improve overall healthcare outcomes. Ultimately, fostering an environment where innovative work behavior is encouraged may lead to a more effective, adaptable, and high-performing healthcare workforce.

Based on this theoretical grounding, the following hypotheses are proposed to explore the relationships among the variables in the model.

H1: There is a significant positive relationship between Polychronicity and Employee Performance among healthcare professionals in Bareilly, UP.

Polychronicity, the ability to manage multiple tasks simultaneously, is crucial in the fast-paced and demanding environment of healthcare (Anser *et al.*, 2022). Healthcare professionals, such as doctors, nurses, and paramedical staff, often need to balance various tasks under time pressure (Fu *et al.*, 2022). Employees who are highly polychronic are able to juggle multiple responsibilities without compromising the quality of their work, leading to improved performance outcomes (Yousaf *et al.*, 2021). By facilitating effective task management and reducing cognitive overload, polychronicity may enhance both individual productivity and overall healthcare service delivery (El-Sayed *et al.*, 2023).

Polychronic individuals tend to work more efficiently when faced with several tasks, leading to better organizational outcomes (Howard and Cogswell, 2023). Therefore, we hypothesize that healthcare professionals exhibiting higher levels of polychronicity will demonstrate improved employee performance, driven by their ability to handle and prioritize multiple responsibilities effectively.

H2: Functional Flexibility has a positive and significant impact on Employee Performance in the healthcare sector of Bareilly, UP.

Functional flexibility refers to an employee's ability to adapt to various roles and responsibilities across different contexts within the organization (Desombre *et al.*, 2016). In the healthcare sector, where work environments are dynamic and roles may change depending on patient needs or organizational requirements, employees with high functional flexibility are more likely to succeed in diverse situations (Salvador *et al.*, 2021; Van *et al.*, 2016). This adaptability enables them to perform multiple tasks and respond to unexpected demands, thereby improving overall performance (Wise *et al.*, 2017).

Employees who can take on multiple roles, such as cross-training in different departments or responding to urgent patient care needs, are more likely to contribute positively to team effectiveness and patient outcomes (Kumar, 2022). Therefore, we hypothesize that functional flexibility will be positively associated with employee performance, as flexible employees can handle varied responsibilities effectively, contributing to a high-performing healthcare team.

H3: Work Engagement is positively associated with Employee Performance among healthcare employees in Bareilly, UP.

Work engagement, characterized by vigor, dedication, and absorption, has long been recognized as a key determinant of employee performance (Shantz *et al.*, 2016). Engaged employees are enthusiastic about their work, deeply committed to organizational goals, and exhibit high energy levels, which contribute to better performance outcomes (Kanste, 2011). In

the healthcare sector, where emotional and physical demands are high, work engagement can drive employees to go beyond their basic duties and take initiative in delivering high-quality care (Szilvassy and Širok, 2022)
Employees who are highly engaged are more likely to invest extra effort, demonstrate organizational citizenship behaviors, and show a stronger commitment to their roles (Ancarani *et al.*, 2019). As healthcare is an emotionally demanding profession, engaged employees may be better equipped to manage stress and provide better care (Palumbo, 2021). Therefore, we hypothesize that work engagement is positively associated with employee performance, as engaged healthcare professionals are more motivated to achieve high levels of service delivery.

H4: Job Embeddedness significantly enhances Employee Performance within the healthcare sector of Bareilly, UP.

Job embeddedness refers to the emotional and psychological attachment an employee feels toward their job and the organization (Marasi *et al.*, 2016). It includes the employee's perceived fit within the organization, their relationships with colleagues, and the sacrifices they would have to make if they were to leave the organization (Dechawatanapaisal, 2017). In the healthcare sector, where continuity and consistency in care are essential, employees who are embedded in their jobs tend to have stronger organizational commitment and are more likely to stay longer with the organization, leading to better job performance (Gibbs and Duke, 2021).
Healthcare professionals who feel embedded are more likely to be motivated, loyal, and committed to the organization, which can contribute to better job performance (Rahimnia *et al.*, 2022). Embedded employees are less likely to experience burnout and more likely to demonstrate high levels of service and care (Reitz and Anderson, 2021). Therefore, we hypothesize that job embeddedness will positively influence employee performance, particularly as embedded employees are more motivated to perform well and contribute to the organization's success.

H5: Innovative Work Behavior mediates the relationships between Polychronicity, Functional Flexibility, Work Engagement, Job Embeddedness, and Employee Performance in the healthcare sector of Bareilly, UP.

Innovative work behavior refers to employees' proactive efforts to generate and implement new ideas or solutions within their roles (Radaelli *et al.*, 2014). It is increasingly seen as an essential driver of organizational performance, particularly in settings where innovation and problem-solving are crucial for success (Oppi *et al.*, 2022). In the healthcare sector, innovative work behavior can lead to improvements in patient care, operational efficiency, and the development of new healthcare solutions.
We hypothesize that innovative work behavior mediates the relationships between the independent variables (polychronicity, functional flexibility, work engagement, and job embeddedness) and employee performance. Employees who are more polychronic, flexible, engaged, and embedded are more likely to engage in innovative work behavior, which, in turn, contributes to enhanced performance outcomes. The following sub-hypotheses break down these mediation effects:
H5a: Innovative Work Behavior mediates the relationship between Polychronicity and Employee Performance in the healthcare sector of Bareilly, UP.
Employees who can manage multiple tasks effectively (polychronicity) are more likely to generate and implement innovative ideas that enhance performance (Palumbo, 2021). By engaging in innovative work behavior, they not only manage tasks better but also contribute to improvements in care delivery, leading to higher performance outcomes (Afsar, 2018).

H5b: Innovative Work Behavior mediates the relationship between Functional Flexibility and Employee Performance in the healthcare sector of Bareilly, UP.

Flexible employees who can adapt to various roles and challenges are likely to engage in innovative behaviors that improve performance (Vincenzo and Iacopino, 2022). As functional flexibility promotes creativity and adaptability, it is hypothesized that these employees will actively contribute new ideas that directly impact their job performance and the efficiency of healthcare delivery.

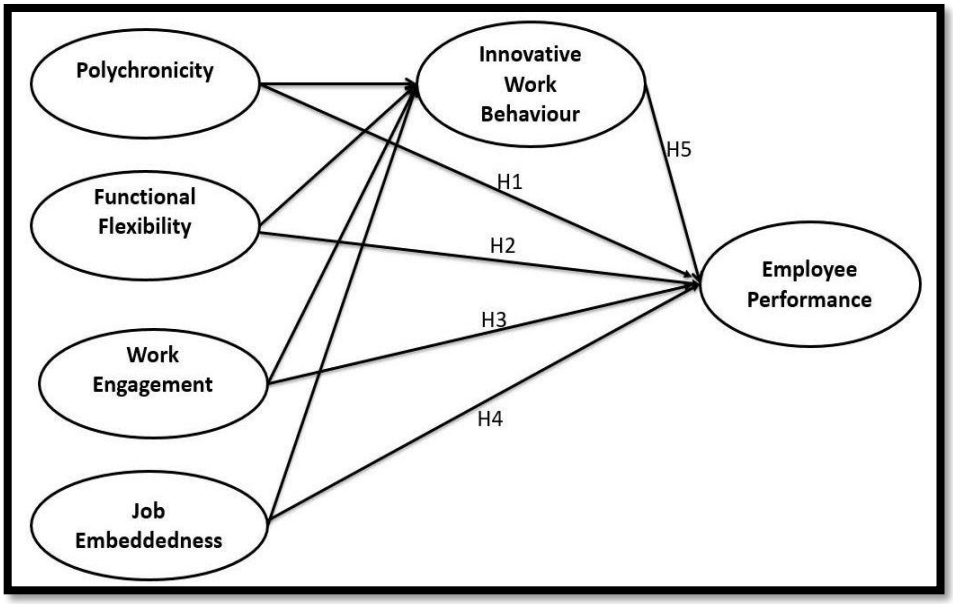
H5c: Innovative Work Behavior mediates the relationship between Work Engagement and Employee Performance in the healthcare sector of Bareilly, UP.

Highly engaged employees are more likely to proactively generate innovative solutions to improve their work environment and care delivery (Anjum and Zhao, 2022). Through their innovation, they not only contribute to the organization's success but also improve their own performance (Åmo, 2016).

H5d: Innovative Work Behavior mediates the relationship between Job Embeddedness and Employee Performance in the healthcare sector of Bareilly, UP.

Employees who feel strongly embedded in their jobs and organizations are more likely to demonstrate innovative work behavior (Brunetto *et al.*, 2020). Their emotional and psychological attachment drives them to seek improvements in their work processes, which enhances overall performance (AlEssa and Durugbo, 2022).
These hypotheses collectively propose that the factors influencing employee performance in healthcare are interconnected, and innovative work behavior plays a key mediating role in enhancing job performance. The study aims to provide empirical evidence for these relationships, offering valuable insights for healthcare management strategies aimed at improving employee performance.

Figure 1 Hypothetical Research Model



Source(s): Authors' compilation

3. Research Methodology

3.1 Research Design

The research design incorporates a conceptual framework that links the independent variables (polychronicity, functional flexibility, work engagement, and job embeddedness) to the dependent variable (employee performance), with innovative work behavior acting as a mediating factor. The study is designed to gather primary data through a structured survey, which will be administered to healthcare professionals across various institutions in Bareilly. The data collected will be analyzed using PLS-SEM approach to test the hypotheses and evaluate the strength and direction of the relationships between the variables. This empirical analysis ensures that the conclusions drawn are not only theoretically sound but also practically applicable, providing valuable insights for improving employee performance in the healthcare sector.

3.2 Sampling Method

The study employs a stratified random sampling method to ensure a representative and balanced sample of healthcare professionals from various institutions in Bareilly, Uttar Pradesh. The healthcare sector in Bareilly is categorized into strata including doctors, nurses, paramedical staff, technicians, and administrative personnel. Within each stratum, respondents are randomly selected to ensure that all relevant perspectives are included in the analysis. The rationale behind this technique is to capture the differential impact of polychronicity, functional flexibility, work engagement, and job embeddedness on employee performance across various roles and organizational levels.

3.3 Data Collection

Determining the appropriate sample size is crucial for conducting accurate and reliable Structural Equation Modeling (SEM) analyses. The rule of thumb suggests a minimum of 5 to 10 participants per item when utilizing Likert-type scales, which is widely recognized in survey research methodology. Given that this study includes 45 items across six constructs, the recommended sample size based on this guideline ranges between 225 to 450 participants (Heir *et al.*, 2014). To ensure a robust analysis, a larger sample size of 500 questionnaires was initially distributed among respondents in Bareilly, Uttar Pradesh. This approach was intended to minimize potential bias caused by missing data. Responses with incomplete or missing values were excluded from the analysis, ensuring the integrity and reliability of the data. As a result, a total of 450 complete responses were obtained, meeting the criteria for inclusion in the final analysis. These 450 respondents actively participated in the data collection process and provided comprehensive answers to all aspects of the survey instrument.
The sample size for this study was also determined using the Daniel Soper technique and Structural Equation Modeling (SEM). In SEM, effect sizes are classified as small (0.1), medium (0.3), and large (0.5). To ensure adequate statistical

power and reliable estimation of parameters, a significance probability threshold of less than 0.05 and a statistical power level of at least 0.8 are recommended. According to the Daniel Soper calculator (Soper, 2023), a modest effect size of 0.3 requires a minimum sample size of 177 participants for reliable SEM analysis. However, this study aimed to exceed this minimum recommendation to enhance the robustness and generalizability of the findings. With a final sample of 450 participants, the study not only meets but greatly exceeds the sample size recommendation provided by Westland (2010).

4. Data Analysis and Results

For the analysis of data and hypothesis testing, the researcher opted to utilize Partial Least Squares (PLS), a form of Structural Equation Modeling (SEM). PLS-SEM is a powerful and versatile analytical technique that is particularly useful for analyzing complex relationships among latent constructs in a research model (Ringle and Sarstedt, 2016). The software application employed for PLS-SEM analysis in this study is SmartPLS Version 4.0, a widely used tool in academic research for SEM applications developed by (Ringle *et al.*, 2023).

4.1 Demographic Profile of Respondents

The demographic profile of the respondents provides a detailed overview of the diverse characteristics of healthcare professionals who participated in this study. Information related to age, gender, marital status, and educational qualifications was collected to understand the background of the respondents comprehensively. This diversity highlights the inclusivity of the study, encompassing participants from various demographic segments within Bareilly, Uttar Pradesh.

Table 1 Demographic Profile of Respondents

Demographic Profile of Respondents N 450			
Gender	Male	250	55.60%
	Female	200	44.40%
Age Group	20-30 Years	135	30.00%
	31-40 Years	180	40.00%
	41-50 Years	90	20.00%
	51 Years and Above	45	10.00%
Marital Status	Married	270	60.00%
	Unmarried	180	40.00%
Educational Qualification	Graduation	180	40.00%
	Post Graduation	180	40.00%
	Other Certification/Diploma	90	20.00%
Profession	Doctor	150	33.30%
	Paramedical Professional	120	26.70%
	Administrative Personnel	90	20.00%
	Nurse	90	20.00%
Work Experience	0-5 Years	135	30.00%
	6-10 Years	180	40.00%
	11-15 Years	90	20.00%
	Above 15 Years	45	10.00%
Employment Type	Permanent	405	90.00%
	Contractual	45	10.00%
Employment Sector	Public Sector	225	50.00%
	Private Sector	225	50.00%

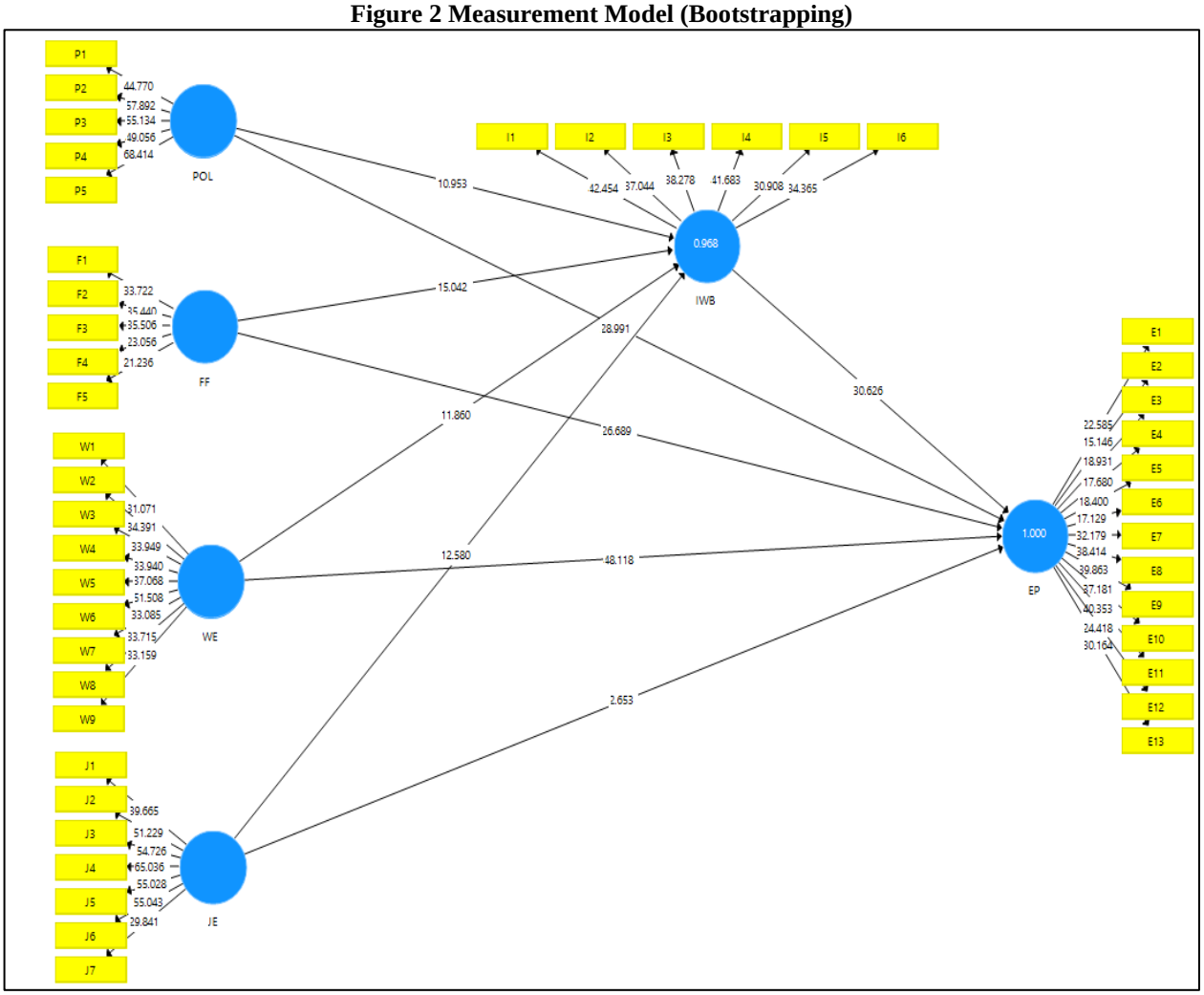
Source(s): Authors' Compilation

4.2 Mediation Analysis

The mediation analysis evaluates the indirect effects of exogenous variables—Polychronicity (POL), Functional Flexibility (FF), Work Engagement (WE), and Job Embeddedness (JE)—on the endogenous variable Employee Performance (EP) through the mediating variable Innovative Work Behavior (IWB). The bootstrapping results reveal significant indirect effects for all the hypothesized mediation pathways, confirming the mediating role of IWB in the structural model. For instance, the path FF -> IWB -> EP demonstrates a beta coefficient of 0.449, with a t-statistic of 11.646 and a p-value of 0.000, indicating a highly significant mediating effect. Similarly, the mediation effect of IWB in the path JE -> IWB -> EP is notable, with a beta coefficient of 0.668, a t-statistic of 10.860, and a p-value of 0.000, further emphasizing the critical role of job embeddedness in driving innovative behaviors that enhance employee performance. The results also highlight the mediation effects in the paths POL -> IWB -> EP and WE -> IWB -> EP, with beta coefficients of 0.497 and 0.229, respectively. These relationships are statistically significant, as evidenced by t-statistics of 9.711 for POL and 14.666 for WE, with corresponding p-values of 0.000. These findings indicate that IWB serves as a robust mediator, effectively transmitting the influence of exogenous variables on employee performance. The mediation

analysis confirms that fostering innovative work behavior is essential for leveraging factors like polychronicity, flexibility, engagement, and embeddedness to improve employee performance in the healthcare sector.

Figure 2 Measurement Model (Bootstrapping)



Source(s): Software output

Table 2 Mediation Analysis

	Beta Co-efficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
FF -> IWB -> EP	0.449	0.451	0.039	11.646	0.000
JE -> IWB -> EP	0.668	0.666	0.061	10.860	0.000
POL ->IWB -> EP	0.497	0.494	0.051	9.711	0.000
WE -> IWB -> EP	0.229	0.229	0.016	14.666	0.000

Source(s): Software output

4.3 PLS SEM Path Model

The PLS SEM Path Model evaluates the structural relationships between the constructs, providing insights into the direct and indirect effects of Polychronicity (POL), Functional Flexibility (FF), Work Engagement (WE), and Job Embeddedness (JE) on Employee Performance (EP), with Innovative Work Behavior (IWB) serving as a mediating variable.

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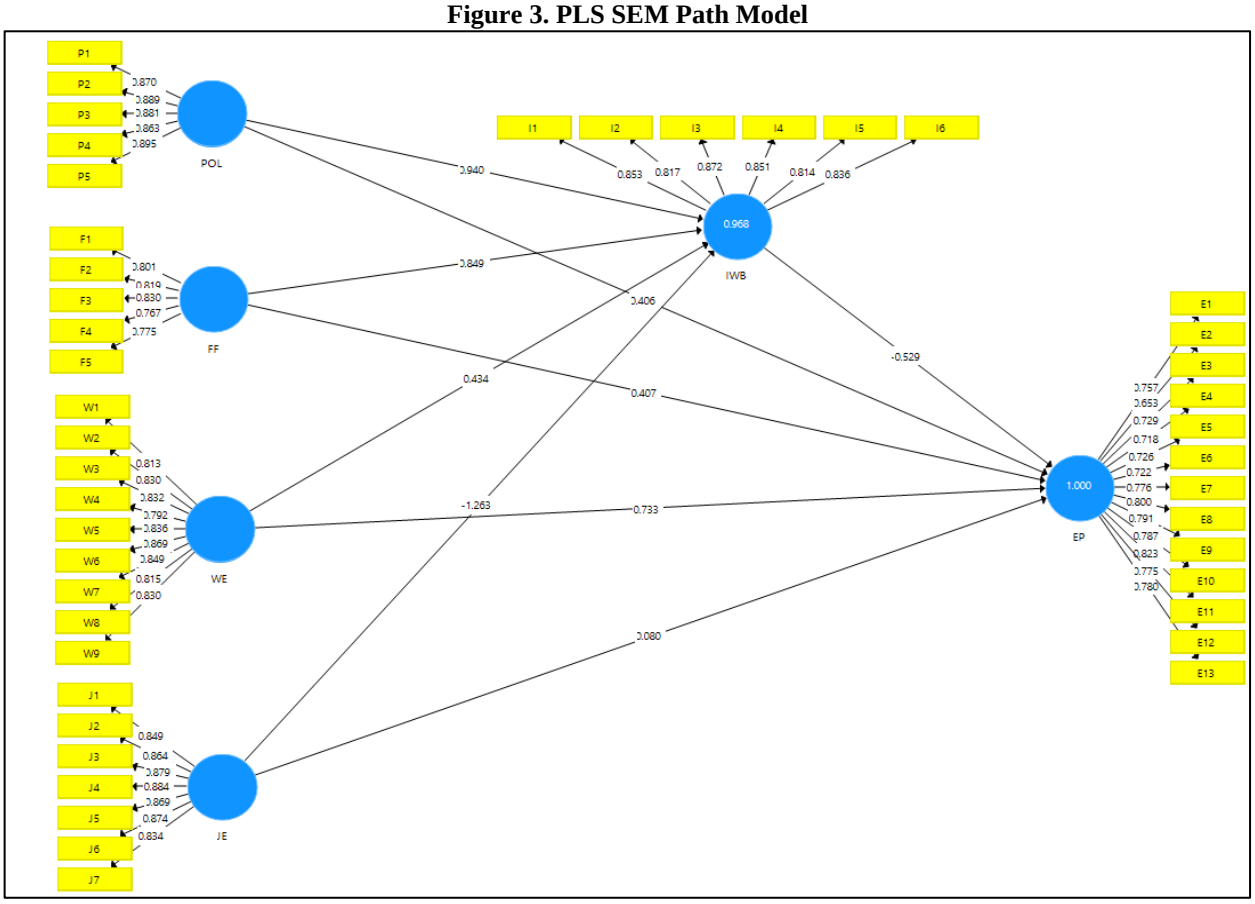
Figure 3. PLS SEM Path Model



Source(s): Software output

4.4 Hypothesis Testing Result in the Structural Model

In the context of partial least squares structural equation modeling (PLS-SEM), hypothesis testing plays a vital role in evaluating the relationships between latent constructs and observed variables within a research framework (Sarstedt *et al.*, 2023). By analyzing the results of hypothesis testing in PLS SEM, researchers can assess the significance of path coefficients, thereby validating the proposed theoretical model. This process enables a thorough examination of the causal linkages between constructs, allowing for insights into the underlying relationships and confirming the reliability and validity of the structural model. With its ability to handle complex models and smaller sample sizes, PLS-SEM proves to be a valuable analytical tool in various fields, assisting researchers in drawing robust conclusions and advancing scientific knowledge (Hair *et al.*, 2017a).

Table 3 Hypothesis Testing Results in the Structural Model

Hypothesis	Structural Path	Structural Path Coefficient (β)	p-Value	Result
H1	POL -> EP	0.406	0.001	Supported
H2	FF -> EP	0.407	0.000	Supported
H3	WE -> EP	0.733	0.002	Supported
H4	JE -> EP	0.080	0.000	Supported
H5a	POL -> IWB -> EP	0.497	0.006	Supported
H5b	FF -> IWB -> EP	0.449	0.000	Supported
H5c	WE -> IWB -> EP	0.229	0.004	Supported
H5d	JE -> IWB -> EP	0.668	0.007	Supported

Source(s): Authors' compilation

5. Discussion and Conclusion

5.1 Discussion

H1: There is a significant positive relationship between Polychronicity and Employee Performance among healthcare professionals in Bareilly, UP.

The hypothesis aimed to explore whether polychronicity, the ability to engage in multiple tasks simultaneously, positively affects employee performance among healthcare professionals in Bareilly, Uttar Pradesh. The analysis, using Partial Least Squares Structural Equation Modeling (PLS-SEM), revealed a moderate positive relationship between polychronicity and employee performance, with a structural path coefficient of 0.406 and a statistically significant p-value of 0.000. This indicates that higher levels of polychronicity are associated with improved employee performance. The findings suggest that healthcare professionals who excel at multitasking are better equipped to manage complex workflows and prioritize tasks effectively in high-pressure environments. This ability to switch between tasks without compromising quality is crucial in healthcare, where urgent demands are common. The results highlight the importance of fostering multitasking skills through training programs and job designs, ensuring that employees are well-equipped to perform efficiently and enhance patient care.

H2: Functional Flexibility has a positive and significant impact on Employee Performance in the healthcare sector of Bareilly, UP.

This hypothesis examines the relationship between functional flexibility and employee performance in the healthcare sector, focusing on the ability of employees to adapt and perform various tasks beyond their primary responsibilities. Functional flexibility is crucial in dynamic healthcare environments, where demands and roles can rapidly change. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis revealed a moderate positive relationship ($\beta = 0.407$) between functional flexibility and employee performance, with a statistically significant p-value of 0.000. This suggests that healthcare professionals who exhibit greater functional flexibility tend to perform better. The findings highlight that functional flexibility allows healthcare professionals to adapt to changing work demands and take on a variety of tasks, improving operational efficiency and service quality. Managers can promote functional flexibility through cross-training programs, job rotation, and creating a supportive work culture that encourages employees to step outside their usual roles. This ability to adapt and respond to various challenges is critical for maintaining high-quality patient care in unpredictable healthcare settings, emphasizing the importance of flexibility in enhancing employee performance and overall organizational success.

H3: Work Engagement is positively associated with Employee Performance among healthcare employees in Bareilly, UP.

This hypothesis explores the relationship between work engagement and employee performance in Bareilly's healthcare sector. Work engagement, which refers to an employee's enthusiasm, dedication, and involvement in their job, is crucial for enhancing job performance, particularly in demanding environments like healthcare. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis revealed a strong positive relationship ($\beta = 0.733$) between work engagement and employee performance, with a statistically significant p-value of 0.002. This indicates that higher levels of work engagement are associated with substantial improvements in employee performance. The findings emphasize that engaged employees are more likely to show commitment to providing high-quality patient care, exhibit resilience under pressure, and maintain motivation in challenging situations. These characteristics are vital in a healthcare setting, where high performance directly impacts patient outcomes and organizational success. This study underscores the importance of fostering work engagement through supportive management practices to cultivate a motivated and high-performing workforce in the healthcare sector.

H4: Job Embeddedness significantly enhances Employee Performance within the healthcare sector of Bareilly, UP.

This hypothesis examines the impact of job embeddedness on employee performance within Bareilly's healthcare sector. Job embeddedness refers to the extent to which employees feel connected to their organization through factors like relationships with colleagues, alignment with organizational values, and non-work-related benefits of staying in their roles. In healthcare, where retention and sustained performance are crucial, job embeddedness plays a significant role in shaping outcomes. Structural path analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) revealed a positive, statistically significant relationship between job embeddedness and employee performance, with a structural path coefficient (β) of 0.080 and a p-value of 0.000. The findings confirm that job embeddedness positively influences employee performance, though the relationship is moderate compared to other factors. Employees who feel strongly embedded in their roles are more likely to be committed, productive, and focused on organizational goals. Job embeddedness, driven by the "fit, links, and sacrifice" dimensions, fosters a sense of belonging and value, contributing to better overall performance. These results suggest that healthcare organizations should prioritize fostering job embeddedness to improve employee performance, loyalty, and organizational outcomes.

H5: Innovative Work Behavior mediates the relationships between Polychronicity, Functional Flexibility, Work Engagement, Job Embeddedness, and Employee Performance in the healthcare sector of Bareilly, UP.

H5a: Innovative Work Behavior mediates the relationship between Polychronicity and Employee Performance in the healthcare sector of Bareilly, UP.

This hypothesis explores the mediating role of Innovative Work Behavior (IWB) in the relationship between Polychronicity (POL) and Employee Performance (EP) within Bareilly's healthcare sector. Polychronicity, the ability to multitask effectively, is believed to enhance performance through engagement in innovative work behaviors, which involve generating and implementing novel ideas. The mediation analysis shows that IWB significantly mediates this relationship, with a structural path coefficient ($\beta = 0.497$), indicating a substantial positive effect. This suggests that employees with higher polychronic tendencies are more likely to engage in innovative work behaviors, which, in turn, improve their performance. The results, supported by a statistically significant p-value of 0.006, confirm that innovative work behavior acts as a key mediator in the link between polychronicity and employee performance. This highlights that multitasking abilities alone do not directly enhance performance; instead, it is the ability to innovate and problem-solve that translates these skills into improved outcomes. By fostering an environment that encourages innovation, healthcare organizations can maximize the benefits of polychronic employees, leading to enhanced productivity, better patient care, and overall organizational success.

H5b: Innovative Work Behavior mediates the relationship between Functional Flexibility and Employee Performance in the healthcare sector of Bareilly, UP.

This hypothesis investigates the mediating role of Innovative Work Behavior (IWB) in the relationship between Functional Flexibility (FF) and Employee Performance (EP) in Bareilly's healthcare sector. Functional flexibility refers to an employee's ability to adapt to varying roles and responsibilities within an organization. Flexible employees can seamlessly transition between tasks and respond to dynamic work conditions. Innovative work behavior, which involves generating and implementing new ideas, is posited to be a key mechanism through which functional flexibility enhances performance. The analysis reveals a strong positive mediation effect ($\beta = 0.449$), indicating that functional flexibility influences performance through increased innovative behavior.

With a statistically significant p-value of 0.000, the results confirm that IWB mediates the relationship between functional flexibility and employee performance. This finding suggests that while functional flexibility contributes to performance, its impact is amplified when employees are able to innovate. By fostering an environment that encourages both adaptability and creativity, healthcare organizations can enhance employee performance. The study highlights the importance of promoting innovative behaviors in a flexible workforce to optimize productivity, improve problem-solving, and ultimately deliver better patient care outcomes.

H5c: Innovative Work Behavior mediates the relationship between Work Engagement and Employee Performance in the healthcare sector of Bareilly, UP.

This hypothesis explores the mediating role of Innovative Work Behavior (IWB) in the relationship between Work Engagement (WE) and Employee Performance (EP) in the healthcare sector of Bareilly. Work engagement, characterized by vigor, dedication, and absorption, reflects an employee's psychological commitment to their job. Engaged employees are more proactive and willing to go the extra mile, often displaying high energy and enthusiasm. Innovative Work Behavior, involving the generation and implementation of new ideas, is posited to be a key mechanism through which work engagement enhances performance. The analysis shows that work engagement influences employee performance through innovation, with a structural path coefficient ($\beta = 0.229$) indicating a moderate positive effect. The findings, supported by a statistically significant p-value of 0.004, confirm that innovative work behavior mediates the relationship between work engagement and employee performance. This suggests that highly engaged employees do not simply perform better due to their enthusiasm and commitment, but also because they translate this engagement into innovation. Organizations aiming to improve employee performance should focus not only on fostering work engagement but also on promoting innovation. By cultivating a workplace culture that supports creativity and dedication, healthcare organizations can enhance performance, improve service quality, and drive sustainable growth.

H5d: Innovative Work Behavior mediates the relationship between Job Embeddedness and Employee Performance in the healthcare sector of Bareilly, UP.

This hypothesis investigates the mediating role of Innovative Work Behavior (IWB) in the relationship between Job Embeddedness (JE) and Employee Performance (EP) in Bareilly's healthcare sector. Job embeddedness refers to the extent of employees' social, professional, and emotional connections to their organization, which enhances their commitment and willingness to contribute positively. Employees who feel deeply embedded in their roles are more likely to engage in innovative behaviors that improve performance. The analysis shows that job embeddedness significantly influences performance through innovation, with a substantial structural path coefficient ($\beta = 0.668$), highlighting the strong impact of embedded employees on organizational success through creative problem-solving and idea implementation.

The findings, supported by a statistically significant p-value of 0.007, confirm that innovative work behavior mediates the relationship between job embeddedness and employee performance. This suggests that employees who feel a strong

connection to their organization do not perform better solely due to their attachment but because they are more motivated to innovate. The study underscores the importance of promoting innovation among embedded employees. Healthcare organizations should foster a culture of commitment, collaboration, and creativity to enhance performance, improve patient care, and drive sustainable growth.

5.2 Conclusion

In conclusion, this study demonstrates that polychronicity, functional flexibility, work engagement, and job embeddedness all significantly enhance employee performance in the healthcare sector of Bareilly, UP, with innovative work behavior serving as a key mediating factor. The findings indicate that healthcare professionals who exhibit multitasking abilities (polychronicity), adaptability (functional flexibility), and high levels of work engagement and job embeddedness tend to perform better through their involvement in innovative behaviors. These factors are critical in the fast-paced, high-pressure healthcare environment where efficiency, adaptability, and creativity are vital for improving patient outcomes and organizational success. The study highlights the complex interplay between these factors, emphasizing the importance of fostering a workplace that encourages multitasking, flexibility, engagement, and deep organizational connections to drive higher performance.

From a managerial perspective, the results provide valuable insights for healthcare organizations seeking to enhance employee performance. Managers should prioritize the development of skills such as multitasking and adaptability by offering cross-training and multitasking simulations. Additionally, creating a supportive environment that promotes employee engagement and job embeddedness, through recognition, career development opportunities, and fostering strong organizational ties, can further boost performance. Encouraging innovative work behavior through training programs, idea-sharing platforms, and a culture that values creativity can help translate these individual factors into higher employee productivity and improved healthcare service delivery. These managerial implications offer actionable strategies to optimize employee performance, ensuring better outcomes for both staff and patients in the healthcare sector.

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Further Reading

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