

Research article

NAVIGATING WORKPLACE DYNAMICS: A SURVEY OF WORKPLACE INTERRUPTIONS, AFFECTIVITY, AND WORK-LIFE CONFLICT

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Abstract: Workplace interruptions have become increasingly prevalent due to the advancement of mobile communication technologies and changing work practices. Despite the significant impact of work interruptions, the ways in which individuals respond to these disruptions remain largely unexplored. This study, grounded in affective event theory, investigates the sources of workplace interruptions, specifically focusing on receiving phone calls, and examines how these interruptions contribute to work-life conflict through the mediating role of affectivity (positive and negative affect). Data were collected from 250 employees in the banking sector of Pakistan. The findings indicate that receiving calls is positively associated with work-life conflict and that affectivity (both positive and negative) mediates this relationship. These results offer valuable theoretical and practical insights for practitioners and decision-makers aiming to mitigate the negative impacts of workplace interruptions on employees' work-life balance.

Keywords: Receiving calls, positive affect, negative affect, work-life conflict.

MSC: 62P25.

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1. INTRODUCTION

Workplace interruptions are unplanned events that disturb employees' daily tasks and need their attention, significantly influencing their work experiences [1, 2]. Workplace interruptions are important to study since they occur often in the workplace. The definition of the word "interrupt" in Webster's dictionary is "to break the uniformity or continuity of discourse or action [3]." A secondary task or activity that takes up a person's attention and prevents them from collaborating on the primary job is defined as a workplace interruption [4].

For instance, managers or supervisors may give new duties or inquire about the status of ongoing work, or coworkers may stop by out of the blue to assist, socialize, deliver updates, or receive phone calls [5]. Events or circumstances that cause members of an organization to be delayed or impeded in their attempts to enhance duties or activities at work are known as workplace interruptions [2].

Lately, mobile technologies have boosted our ability to communicate [6]. Furthermore, with the rise of modern technology, such as smart cell phones, the frequency of work interruptions appears to have grown [3, 7]. Receiving a call during the workday, on the other hand, is a workplace interruption that diverts attention and stops behavioral concentration [7, 8] that impacts work-life conflict [1]. Work-life conflict occurs when an individual's job and family responsibilities are incompatible [9, 10]. It is about how family and professional duties and problems coexist without one overshadowing the other [9, 11]. Individuals juggle several tasks daily, each with its own set of obstacles and duties, which frequently leads to work-life conflict [12, 13]. Work-life research focuses on the complex interplay of family, individual, and organizational aspects [10, 12].

Workplace interruptions can elicit emotional responses, diverting resources away from activities and influencing work-life conflicts [1, 14]. To fully understand the influence of interruptions at work on work-life conflict, affectivity must be considered as a mediator [1]. Although workplace interruptions like receiving calls and affectivity (positive and negative affect) are theoretically formed, only a few studies have examined this relationship practically [14, 15].

Workplace interruptions are important to study since they occur often in the workplace [16]. However, workplace interruptions distract people's attention and behavioral focus away from their primary activity, forcing them to adjust to new conditions [17, 18]. Previous research has frequently investigated workplace interruptions in a broad sense [19, 20], emphasizing the need to identify distinct sources of workplace interruptions individually [1]. The main innovation and beauty of the current research is that it encompasses the knowledge of work interruption sources such as receiving calls. Moreover, unfavorable effects of workplace interruptions have been the topic of earlier studies, which have also exposed that these sources might have unfavorable outcomes [19, 21].

On the other hand, the fundamental processes that relate to receiving calls as workplace interruptions and their linkage with negative consequences (work-life conflicts) in the real work environment are underexplored [22, 23]. Given the aforementioned theoretical gaps and practical challenges, this study aims to use the affective event theory lens to explore and assess workplace interruptions, such as receiving calls, as well as the negative consequences (work-life conflicts).

Affective events theory (AET) investigates how specific events influence behavior and attitudes via emotional and cognitive response processes [24]. Recently, researchers have used affective events theory as an overarching framework to propose that goal-related occurrences at work might elicit affective reactions [15]. Moreover, workplace interruptions are considered workplace events that elicit positive and negative emotions. According to AET, work characteristics form regular events in the workplace, prompting emotional responses that influence workplace behaviors and attitudes. For example, a stable work environment might impact emotional events, which in turn influence work attitudes and affective states [25].

Prior research demonstrated that, while a work interruption may last a few minutes or less, the repercussions of more frequent and extended work interruptions should not be underestimated [26]. As a result, this interruption altered this person's attention and behavioral focus. However, owing to continuous interruptions, it is extremely difficult for this individual to meet the expectations of the job, which can result in slower work rates, such as delayed reactions to crucial events [27].

Prior research on workplace interruptions is sparse [28, 29]. Aside from the scarcity of research on workplace interruption sources, it is crucial to understand workplace interruptions since they occur often during the workday and have an influence on employees [28, 30]. This study will answer existing research requirements by researching reasons for workplace interruptions, such as phone calls (as shown in Figure 1). Nonetheless, this study examines the mediating impact of affectivity via the prism of affective event theory [1].

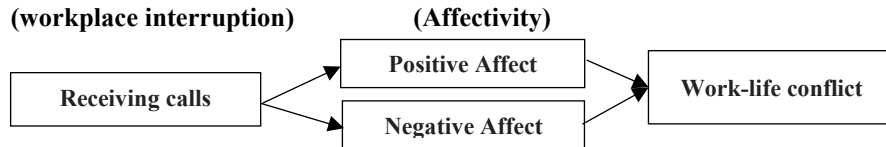


Figure 1: The hypothesized model

This paper is divided into the following five main sections: Section 2 discusses literature and theoretical background. Section 3 describes the research approach and data collection. Section 4 discusses the analysis of the results, while Section 5 gives theoretical and practical implications and future research. Section 6 is related to the conclusion.

2. LITERATURE REVIEW

In this section, we discuss the theoretical background according to the affective event theory and existing literature on workplace interruptions, such as receiving calls, affectivity (positive and negative affect), and work-life conflicts.

2.1. Theoretical background

AET is based on appraisal theories of emotion, which suggest that emotional states arise from evaluating the relevance of current events to one's objectives [15]. Affective events theory [31] explains swings in employee emotion at work. AET suggests that employees' emotional states are influenced by workplace events, particularly those with "affective significance". Since the initial publication of AET two decades ago, researchers have examined many events that might influence.

Moreover, Affective events theory (AET) [31] provides a valuable framework for analyzing how unique workplace experiences elicit emotional reactions, which then impact different work-related outcomes. According to AET, workplace incidents such as workplace interruptions (receiving calls) can elicit emotional reactions (positive and negative) [1, 15] that influence an employee's perception of work-life conflict—a scenario in which work responsibilities interfere with personal time.

Workplace interruptions, defined as unexpected events that disrupt an employee's focus and workflow [2, 32], are a common source of stress. These interruptions can lead to negative affective responses, such as frustration, irritation, and stress [15] which can spill over into an employee's personal life, exacerbating work-life conflict. When employees are repeatedly interrupted, the accumulation of these negative emotions can make it challenging to maintain a healthy balance between work and personal responsibilities [1].

In contrast, positive affect, defined as the feeling of pleasant emotions such as joy, satisfaction, and excitement, can function as a buffer between job interruptions [1, 16] and work-life conflicts. Positive affect can mitigate the negative effects of interruptions by modifying emotional responses [15] and lowering the degree of work-life conflict. For example, if an employee has a high degree of positive affect, they may find interruptions less irritating or recover more quickly from the disturbance, reducing the potential overflow into their personal life.

In general, AET holds that negative experiences produce negative affect. Thus, we contend that workplace sources of interruptions such as receiving calls as an event which slowed the rate of goal progress and were related to affectivity, resulting in work-life conflicts.

2.2. Workplace interruptions, receiving calls, and work-life conflict

Work-related interruptions involve "an unexpected suspension of the behavioral performance of, or attentional focus from, an ongoing work task" [32, 33]. Work interruptions have become a common concern for employees due to advancements in mobile communication technologies and changing work styles [15]. Furthermore, cell phones and other communication technologies increase our communication capacity, but they can also cause unwanted interruptions in our daily working lives [6]. When an interruption occurs, it diverts employees' attentional and behavioral focus, and they cease working on their present responsibilities [34]. However, because the initial task must be kept in working memory, more cognitive effort is required to restart it later [35]. Employees find it more difficult to concentrate on the new work tasks as a result of these workplace interruptions, blurring boundaries between work and life.

Work-life conflict, a kind of inter-role conflict, occurs when job expectations clash with personal life/family responsibilities [13, 36]. It goes beyond work-life conflict, noting that job responsibilities may interfere with other personal interests and areas of people's lives [9, 36]. This war has a tremendous influence on the world working population, both indirectly and directly. As work responsibilities rise and personal/family situations get more complicated, organizations confront the issue of aiding employees in achieving work-life balance [36, 37].

Contrary to common belief, interruptions might serve a beneficial purpose [15, 34]. For example, short breaks produced by interruptions might assist in alleviating cognitive tiredness and avoiding burnout, potentially lowering the chance of work-related stress

spilling over into personal life. These breaks can help employees psychologically recharge [38, 39], allowing them to be more productive when they return to their responsibilities. This efficiency can help employees manage their workloads more effectively, decreasing the stress that frequently contributes to work-life conflict. An individual who can recognize and manage workplace interruptions is crucial in deciding whether these disruptions are seen as positive or if they blur the lines between work and personal life.

Research on workplace interruptions, such as receiving calls, and their impact on work-life conflicts is scarce [1, 39]. Moreover, this oversight ignores the circumstances in which interruption might be advantageous [39], including promoting social contact, information sharing or offering mental pauses. Understanding workplace interruptions and their connection to work-life conflict is crucial for addressing theoretical and contextual gaps in the literature. So that's why recent research examines the impact of workplace interruptions, such as receiving calls, on work-life conflict.

Thus, it is hypothesized that:

H1: Receiving calls has a positive effect on work-life conflict.

2.3. The mediating role of affectivity (positive affect and negative affect)

Affect encompasses a variety of psychological experiences that people encounter in their daily lives [40]. Positive affect (PA) and negative affect (NA) cover a wide spectrum of moods and feelings (Armstrong et al., 2020). Positive affect (PA) is characterized by an individual's tendency to experience positive emotions and moods across various situations and times, whereas negative affect (NA) reflects an individual's tendency to experience negative emotions and moods in diverse circumstances [41, 42, 43].

When an employee is interrupted by workplace interruptions, such as receiving a phone call at work, they cease focusing on their primary responsibilities, which impacts their mood. Although workplace sources of interruptions, such as receiving calls, have a substantial impact on job goals, they can also trigger affective responses [18, 44]. Sources of workplace interruptions can evoke negative feelings, although past studies have looked at whether workplace interruption events produce pleasant emotions [44, 45]. However, both good and negative emotions influence work-life conflicts [1]. Similarly, affectivity (both positive and negative) appears to function as a mediator in the association between workplace interruption (receiving calls) and work-life conflicts.

The impact of workplace interruptions is mediated by affectivity (positive and negative affect). Our study takes the initiative to explore the mediating role of affectivity (positive and negative affect). Prior research has not focused much on this subject [1]. This study examines the mediating function of affectivity (positive and negative affect) to close this gap. It postulates that workplace interruptions, such as receiving a call may lead to positive and negative affect, which in turn may impact workers' work-life conflicts.

Thus, it is hypothesized that:

H2: Positive affect is a significant mediator between the association of receiving calls and work-life conflict.

H3: Negative affect is a significant mediator between the association of receiving calls and work-life conflict.

3. RESEARCH METHODOLOGY

In this section, we discuss the data sample, the data collection procedure, and the instruments.

3.1. Sample and procedure

This study collects data using the survey research approach. We created a self-administered questionnaire that was distributed online and in hard copy. Moreover, the convenience sampling method was used in this study to collect data. This approach is advantageous since it facilitates the examination of concepts relating to the area of interest and is especially employed for this purpose [46]. The survey was created in the English language. Numerous studies conducted in Pakistan have indicated strong reliabilities when using English as the medium of their surveys [47, 48]. The entire sample size was 300. According to Tabachnick and Fidell [49], a sufficient sample size is suggested to be 300 respondents. After dropping incomplete responses [50] the final sample for this study was 250 participants from Multan, Pakistan's banking industry and 83.3% of respondents completed it.

The research setting for this study is Pakistan's retail banks. Bank branches act as organizational units [51]. Daily workplace interruptions are unavoidable, as they are in practically all work environments [32]; however, workplace interruptions are unavoidable in the banking industry due to the strong working connections and regular encounters between managers, workers and customers. Moreover, workplace interruptions in the banking industry might elicit emotional responses [16] that have a great impact on work-life problems [1]. These interruptions frequently disturb the flow of work [2], causing positive and negative emotions, which can spread into personal life, making it difficult to combine professional and family commitments. The banking industry's high-pressure atmosphere, coupled with frequent interruptions, magnifies these negative and positive feelings, increasing the chance of work-life conflicts as workers struggle to manage their time and energy properly.

The total number of valid replies was 250. The sample consisted of 14.8% females. Women's contribution to Pakistan's banking industry is still much lower than that of males [52, 53]. 85.2 percent of the participants are men. The study comprised participants aged 20 to 30, 31 to 40, 41 to 50, and above 50 years old. 50.8% hold a master's degree. This study's analyses were conducted using the software programs AMOS 24.0 and SPSS 25.0.

3.2. Instruments

Instrument details are given below:

Workplace interruptions (Receiving calls)

The adapted measure of receiving calls is based on a one question from Garrett and Danziger [54] as well as two additional items from Ou and Davison, [55] that address work interruption and concentration inhibition (to guarantee scale robustness). These three combined items, as used in the study of Ou et al. [56]. The measure also had good internal consistency (Cronbach's alpha =.990). Therefore, we felt justified in aggregating the measure.

Affectivity (PA and NA)

Positive and negative affect were evaluated using [40] PANA subscale. Participants rated their agreement with each statement on a scale of 1 (not at all) to 5 (extremely). PA (Cronbach's alpha =.856) NA (Cronbach's alpha =.877).

Work-life conflict

The adapted measure of work-life conflict developed by Adams et al., [57] (Cronbach's alpha =.920).

Control variables

Gender, Age, employees' education, and experience were used as control variables in this study.

4. DATA ANALYSIS

4.1. Measurement model

Data analysis, including confirmatory factor analyses and structural equation modeling, was conducted using the AMOS 24 software. A CFA evaluation of the baseline hypothesized model yielded a goodness of fit assessment in addition to an overall fit perspective (as shown in Figure 2) [58]. We looked at model fit indices by considering CMIN (minimum discrepancy of confirmatory factor analysis), DF (degree of freedom), TLI (Tucker–Lewis Index), CFI (comparative fit index), IFI (incremental fit index) [42], and RMSEA values (root mean square of approximation) [59].

Table 1: Confirmatory factor analysis

Model	CMIN	DF	CFI	TLI	IFI	RMSEA
Four-factor model	259.405	129	.96	.95	.96	.064
Three-factor model	776.976	132	.82	.79	.82	.140
Two-factor model	2269.053	135	.424	.34	.42	.253
One-factor model	2758.445	135	.292	.197	.29	.279

All the alternative models are tested, but the four-factor model fits the data where $\chi^2/df = 2.011$; TLI= 0.95; IFI= 0.96; CFI=0.96; RMSEA= 0.064. Table 1 and Figure 2 show that all results correspond to the specified threshold values, indicating excellent model fit.

4.2. Composite reliability and average variance extracted

We evaluated convergent and discriminant validity using composite reliability (CR) and average variance extracted (AVE) [60]. To demonstrate convergent validity, the CR value should be more than .6, and the AVE should be greater than .5.

Table 2: AVE, CR, and Correlation

S.No	Variables	AVE	CR	1	2	3	4
1	Receiving calls	.971	.990	(.986)			
2	Positive affect	.548	.858	.179*	.740		
3	Negative affect	.600	.880	.130†	-.039	(.775)	
4	Work-life conflict	.697	.920	.155	.200	.397	(.835)

N = 250; AVE, average variance extracted; CR, composite reliabilities; the square root of AVE is represented in bold in parentheses.

Table 2 shows composite reliabilities for four variables (receiving calls, positive affect, negative affect, and work-life conflict) ranging from .990 to .858, although the AVE for these constructs varied from .971 to .548, indicating good convergent validity. For discriminant validity, the square root of AVE should be greater than the correlation between constructs. The root of AVE for each component exceeds the correlations between them, suggesting discriminant validity.

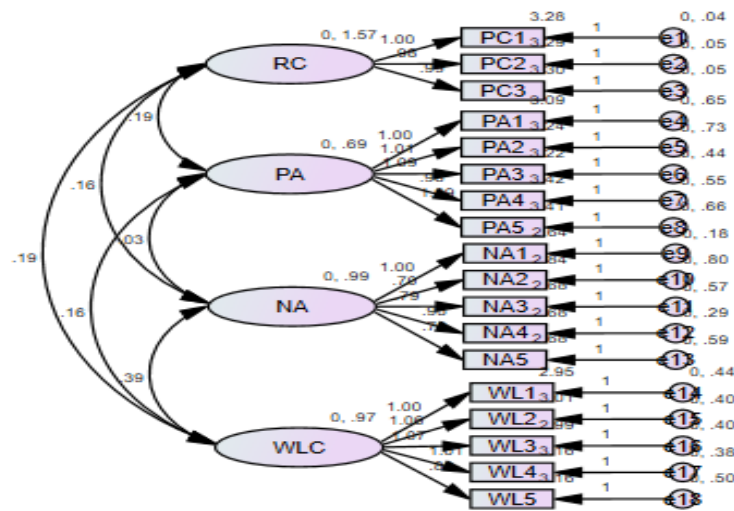


Figure 2: CFA analysis

4.3. Descriptive statistics

The means, standard deviations, correlations, and reliabilities of the variables are presented in Table 3.

Table 3: Descriptive statistics, reliability, and correlation

Variables	M	SD	1	2	3	4	5	6	7	8
Gender	1.15	.35								
Age	1.69	.71	-.198**							
Education	2.06	.70	-.038	.271**						
Experience	1.61	.77	-.139*	.554**	.304**					
Receiving calls	3.29	1.2	.092	.015	-.112	.009	(.99)			
Positive affect	3.27	.92	.047	.073	.027	.097	.170**	(.85)		
Negative affect	2.70	.90	.038	.096	-.048	.026	.127*	.005	(.87)	
Work-life conflict	3.02	1.0	.046	.030	-.059	.027	.151*	.175**	.386	(.92)

N = 250; reliabilities are shown in the diagonal; *p < .05, ***p < .000.

5. HYPOTHESIS TESTING

This study's hypotheses were tested using a SEM analysis. The effect size is .19. The results in Table 4 and Figure 3 presented that receiving calls was positively linked to work-life conflict [$\beta = 0.151$, $p = .016$, which displayed a significant positive relation

between these two variables, and hence, Hypothesis 1 was accepted (as shown in Figure 3).

Table 4: Results for the hypothesis

Structural Path	B	SE	P	LLCI	ULCI
H1: Receiving calls → Work-life conflicts	.151	.052	.016	.039	.252
Bootstrapped Indirect effect results: Mediating role of positive and negative affect					
H2: Receiving calls → Positive affect → Work-life conflicts	.024	.029**	.008	.008	.058
H3: Receiving calls → Negative affect → Work-life conflicts	.040	0.49*	.043	.008	.079
N=250, B= Beta, SE= Standard Error, P= Significance Level, ULCI= Upper-Level Confidence Interval, LLCI= Lower Level of Confidence Interval					
significance of Estimates: *** $p < 0.001$, ** $p < 0.010$, * $p < 0.050$, † $p < 0.100$					

Furthermore, Table 4 shows the study's indirect effects, which were based on 5000 bootstrapped samples, confirming the relevance of positive affect as a mediator between receiving calls and work-life conflict. The results show [$\beta = 0.024$, $p = .008$, 95% CI (.008, .058)] a significant effect leading to the acceptance of Hypothesis 2 (as shown in Figure 3).

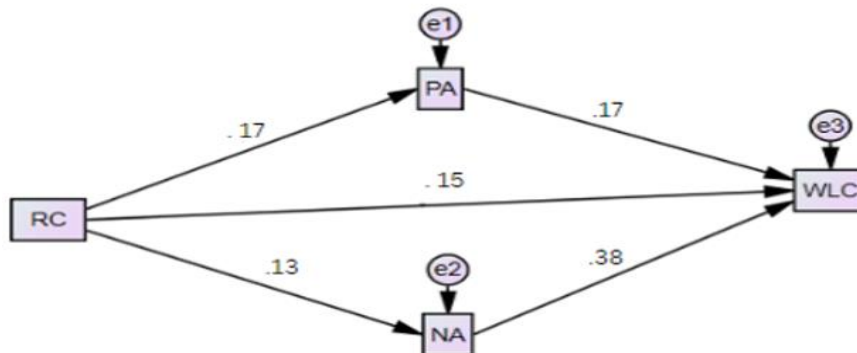


Figure 3: Path diagram

Therefore, the indirect effects of this study, which were based on 5000 bootstrapped samples, verified the significance of the mediating role of negative affect between receiving calls and work-life conflicts. Results confirming [$\beta = 0.040$, $p = .043$, 95% CI (.008, .079)] a significant effect leading to the acceptance of Hypothesis 3 (as shown in Figure 2).

6. DISCUSSION, IMPLICATIONS, AND CONCLUSION

This study used AET [31] to examine the proposed model of workplace interruptions such as receiving calls impacts on work-life conflicts. The study results support the postulated hypothesis. These findings provided a more nuanced view of the importance of receiving phone calls in workers' everyday working lives. However, receiving calls led to work-life conflict among employees. These results are consistent with AET and

previous studies, finding that workplace interruptions (receiving calls) are linked with work-life conflicts [61, 62, 63].

According to Jarvenpaa and Lang [64], mobile phones are a paradoxical device that blurs work and personal boundaries. For instance, while phone calls can be considered productive if it is related to work otherwise, friends and family calls in some situations interrupt work flow. Moreover, workplace interruptions interrupt the individual's attentional and behavioral focus. Being interrupted by workplace interruption while working on a main task infers that work on this main task comes to a temporary pause. Due to receiving calls, no work can be done on the main task and time goes by without making any effort on the main task, which creates a burden on employees. Interruptions extend work hours by intruding on one's personal time.

Employees are forced to prioritize work above personal life, making it challenging for them to balance both [62]. In light of our findings and previous studies, we argue that those individuals who get phone calls from friends and family during working hours may experience "feelings of being overwhelmed by being accessible and working all the time" [65]. Extended work hours using mobile devices are linked to increased work-life conflict.

Furthermore, we found support that affectivity (positive and negative affect) mediated the relationship between workplace interruptions (receiving calls) and work-life conflict. The findings are consistent with AET, as the indirect effects of workplace interruptions (receiving calls) on work-life conflict occur via affectivity (positive and negative affect). These outcomes are consistent with [66, 67].

When employees are interrupted at work, their emotional reaction, particularly positive affect, is critical in deciding how the interruptions affect their work-life balance. If the interruption elicits a favorable emotional reaction, it may help alleviate the possible tension between work and personal life. A positive affect has a favorable impact on the workplace environment and assists employees in dealing with conflicts between work and personal life. However, a good attitude or sense of success helps him or her deal better, feel more confident, work harder, or reenergize for one's duty, allowing them to cope better with work-life obligations.

On the other hand, negative mood impacted the employees' feelings of anxiety, for example, the struggle to control their emotions. Employees who are unable to manage their bad emotions may be unable to control their conflicts between work and life. The findings of hypotheses 2 and 3 are consistent with the AET [31], which holds that events, objects, and daily experiences impact employees' actions. Emotional experiences have an instantaneous impact on attitudes and behaviors. As a result, if employees in an organization face workplace interruptions such as phone calls, these interruptions have an impact on their affectivity at work, which in turn influences their work and life conflict.

5.1. Theoretical Implications

This study's theoretical contribution is embodied in the subsequent three aspects.

This study revealed the impacts of workplace interruptions on work-life conflicts. This study examined workplace interruptions, such as receiving calls in a real environment.

The advancement of mobile communication technology, as well as the alteration of work techniques and modes, has increased scholarly interest in workplace interruptions [34, 68]. However, little research on workplace interruptions has been undertaken,

particularly sources of workplace interruptions [69]. In this context, this study integrates existing literature with the affective event theory technique to examine receiving call interruptions. It extracts the workplace interruption concept and its defining characteristics.

According to the workplace interruptions such as receiving calls (specific events) — affective responses—behavioral changes” paradigm put out in this study, when human work interruptions happen, various affective (positive and negative affect) reactions and behavioral changes. Affective event theory is compatible with this approach.

5.2. Practical Implications

This study emphasizes the importance of addressing workplace interruptions like receiving calls, which have a dysfunctional impact on work-life conflicts, and offers helpful insights for managers and policymakers [34]. For example, bank managers and policymakers should acknowledge that the sources of these interruptions (such as receiving calls) are frequently bigger social and organizational challenges that require strategic solutions to mitigate their disruptive influence.

To reduce the untimely potential for workplace interruptions, managers should first encourage staff members to integrate their subjective assessments of human work interruptions to create successful personal solutions through technological support and office layout changes [44]. Banks, for example, may consider altering workplace arrangements to reduce sources of interruptions or introducing technology to improve communication management.

Bank managers might also incorporate organizational procedures with technology solutions. They might use technology and workplace interruption management to set up staff schedules and create training programs. These techniques can improve constructive communication among coworkers and teach them how to interrupt others as little as possible in a "calm" and "smart" manner to prevent unfavorable outcomes.

Employees can designate particular hours to work without interruptions, such as not receiving any phone calls or not checking email [34]. This approach can help banking sector employees stay focused on key activities and reduce the chance of work-life conflict.

In addition to defining interruption-free zones within the bank, job design should also provide interruption-free time periods for doing these tasks. This process guarantees that banking professionals have enough undisturbed time to focus on complicated tasks, thereby increasing productivity and lowering the overflow of work-related stress into their personal lives.

5.3. Limitations and Future Suggestions

There are certain restrictions on our research and potential directions for further investigation.

The theoretical foundation of the current work is affective event theory. This does not, however, rule out the possibility that there are other explanations for the proposed connections. Subsequent investigations may delve into additional reputable theories, including Action regulation theory [70], transactional stress theory [71] and boundary theory, to bolster the proposed model or unearth supplementary insights into the results of the present study.

The cross-sectional data collection of the current study does not permit causal claims concerning the variables under consideration. Future studies should use daily diary designs or longitudinal data designs that can offer predictive validity [72].

The fact that this study only used self-reported data is another drawback. Additionally, the fact that all of the study's measurements were derived from self-report data raises questions about how common method bias (CMB) may affect the connections that were found [73] and raises the possibility of social desirability in response. Subsequent research endeavors may integrate self-reported information, workplace observations, daily studies, and physiological assessments. This study concentrated on the negative effects of interruptions at work. Future research ought to examine why interruptions are seen favorably as well as how they effect the health and performance of employees [3].

This study explored receiving calls as a workplace interruption. Future research can explore other sources of workplace interruptions such as emotional exhaustion, email notifications, mind wandering, etc. [1,74].

6. CONCLUSION

Workplace interruptions have been a predominant area of research in the last decades of organizational psychology. Research has emphasized its importance for everyday work life. This study's main objective was (1) to gain a new perspective on workplace interruptions by focusing on receiving calls, as one of the most common interruptions at the workplace, and (2) their link to employees' work-life conflict.

(3) The findings of this study are displayed in light of affective event theory, which states that workplace interruptions like receiving calls are considered workplace events and linked to (4) affectivity (positive and negative affect), which explains human behavior. In short, receiving calls as a workplace interruption that interrupts employees, creating emotions (positive or negative). Employees have a tough time balancing their emotions and then completing the stopped work and beginning a new task. (5) To conclude, the results of this study offer interesting insights into recent debates in the business world about workplace interruption sources and their significance on employees' work-life conflicts.

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