



Mediating Role of Job Embeddedness between Interruptions at Work and Job Satisfaction of Gritty Faculty Members

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ARTICLE DETAILS

History

Revised format: Aug 2021

Available Online: Sep 2021

Keywords

Trade Openness, CO2 Emission, Human Capital, Services Sector Value Addition, Developing Countries

JEL Classification

M1, M2

ABSTRACT

Purpose: The study has examined the job satisfaction of gritty faculty members working on Basic Pay Scale, in public sector universities of Pakistan. The construct is derived from motivational intensity theory in the context of Islamic Republic of Pakistan.

Design/methodology/approach: A total of 289 gritty faculty members from Islamic Republic of Pakistan's Public Sector Universities participated in this study by filling survey questionnaire. The survey questionnaire was adopted from different sources and tested for validity and reliability.

Findings: The study found that interruptions at work have significantly positive relationship with job embeddedness and job satisfaction and most importantly the unique concept for mediating relationship of job embeddedness between interruptions at work and job satisfaction has been established in this study. The study further examined and found that self-efficacy, multitasking, social astuteness has significantly positive relationship with job satisfaction.

Research limitations/implications: The application of the results requires intensive care for other universities and type of appointments in public and private universities of Pakistan and other countries of the world.

Practical implications: The universities in public sector are required to define the job statues and flexible working hours for the faculty members working on basic pay scale to enhance the job satisfaction of faculty members.



Recommended citation: Khan, Q. I., Mumtaz, R., Rehan, M. F. and Ilyas, S. (2021). The Mediating Role of Job Embeddedness between Interruptions at Work and Job Satisfaction of Gritty Faculty Members. *Journal of Accounting and Finance in Emerging Economies*, 7 (3), 799-811.

Introduction

Islam instructs upon its believers to acquire knowledge and employ it to produce more knowledge and wisdom. Man is made vicegerent of Allah Almighty on the earth just for the reason that he has wisdom and knowledge. Man is supreme over all creatures; said in Holy Quran (2:30-33), When the Angels quizzed Adam's appropriateness for representation: Allah mentioned Adam 's knowledge to persuade them (Khalid, Chaudhry, & Ilyas, 2014). The ergonomics at workplace is attracting the interest of researchers now a days. The concept is not the new however gaining noticeable attention currently. Ergonomic is not concerned only with seating, car design, instruments, and controls. Its something different from that and it is a process of continuously designing, managing, or arranging workplaces, systems, and products in such a way that they become fit and flexible for employees who use them (Kayabinar, Kayabinar, Önal, Zengin, & Köse, 2021; Scanlon & Pennock, 1987). Ergonomics applies to design anything that involve human beings, sports, leisure, workplace, safety, and health of people. Ergonomics is always there where human factor is involved. It's the branch of science that learn about limitations, intentions, and abilities of human beings. It improves homo sapiens interactions with products, environments, and systems (Dugan, Hochstein, Rouziou, & Britton, 2019; Robertson et al., 2009).

However, Government in underdeveloped countries often perform their major tasks poorly. Public sector structure of Pakistan has been derived from its inheritance; from the British colonial system of eighteenth century. Since it was formed from British India in 1947, it may not perhaps incept its indigenous procedures of management. Likewise, Universities like organization serves the society slightly in a different style with their potential contribution in generating and sharing knowledge (Khan & Afzal, 2011). Although, universities are deemed as training and research institutions which need to attract, retain, and develop their employees. Similarly, as enlighten in previous research the performance management and mechanism of the universities and the role of faculty members have the principal importance. The strong mechanism of performance assessment for universities that is being utilized for educating their employees is necessary to be up-to-date and reliable to get the genuine results to evaluate and make decision (Sungu, Weng, Hu, Kitule, & Fang, 2020). Universities are prestigious institutions for countries. The performance of these institutions might be evaluated, whereas the reservations of the stakeholders should be addressed and taken under consideration during the strategic planning (Rashid et al., 2020). It is important that the country's universities improve their world class ranking by attracting and retaining excellent and experienced academicians and support staff (Hassan & Hashim, 2011; Hassan, 2008). As being the prestigious institutions of the country universities are expected to produce high quality human resources. Training and development of well-qualified human resource depends on the universities' performance (Kim, Youn, & Lee, 2019).

Furthermore, it is necessary that the education standards must meet with the international standards and quality of education (Ijaz, Irfan, Shahbaz, Awan, & Sabir, 2011). Although, in world no one can claim of being perfect or remains perfect in every walk of life, individuals' expertise is limited and even limited to specific extent in different fields (Arif, Hassan, & Ameer, 2014). Whilst the need of improvement remains present for everyone either institution or the individuals at any stage (Seldin, 1980). Rehman (2016) suggests the infrastructural development in Pakistan's educational system through improving the education, of the faculty members working in higher educational institutions. Although, faculty members and their satisfaction from

job is still unnoticed. Whilst, it has never been taken extensively for the growth, development and productivity of universities (Yasir, Rizwan, Fiza, & Javed, 2013). The universities are striving for attainment of their goals by participating in world ranking focusing on research and knowledge generation in different segments of life, engineering, sciences and technology (Besharati, Daneshmandi, Zareh, Fakherpour, & Zoaktafi, 2020; Moretti et al., 2020). Unfortunately, the governance in public sector universities is too wicked to manage basic requirements of the faculty members like furniture and fixture for the comforts of the academic staff. As they have to stay long in their offices and have to deliver lectures and produce research articles. Sometimes they remain busy in extra curriculum activities and administrative assignments (Crawford et al., 2020; Davis et al., 2020; Rashid et al., 2020). Intrinsic motivation can be attained from one's satisfaction from job, it is not astounding that the current study aped slightly a different approach to the job satisfaction for faculty members working in public sector universities on the basis of basic pay scale (BPS). There are different tracks of faculty hiring, we are focusing only on BPS faculty of public sector universities in Pakistan. The chances of greater job embeddings are presumed in that type of appointment. Job embeddedness is closely connected with organizational commitment but not the same. To keep individuals embedded with the job is not an easy task as people change organizations for better opportunities and financial benefits (Hanna, 2014). One's embeddedness with the job and the factors that enhances greater embeddedness with someone's job, might come as a result of satisfaction from workplace and environment (Gao, 2015). The study is carried out to examine the factors that influence and enhance job satisfaction.

Review of Literature:

The word Gritty came from grit which means hardly small granules, which in turning derived, via Middle English, from an Old English word for Gravel or Sand. Grit is around since 12th century. Grit arrived in American slang with different meaning such as Persistence or Courage in 19th century. It corresponds and suits like Plucky in sense. In new era, gritty is also being used to illustrate a literary style which denoted as rough and coarse. As faculty members working on the basis of BPS facing lots of problems and scarcities such as inappropriate working conditions, lack of infrastructure, no service structure and statues. Nevertheless, stagnant positions, lack of promotions and minimal salaries had created unrest for faculty members (Quaisar, Khulida, & Tan, 2014). If the faculty members of public sector universities are working and contributing for the international rankings of the universities of Pakistan, they can be said gritty. An objective measure adopted in the study. To sum up the the following hypothesis is presented as:

H₁: Job embeddedness has positively significant relationship with job satisfaction

The mediating effect of job embeddedness have been observed and remained significantly different for both the employees of public and private intuitions (Rhee, Zhao, & Kim, 2014). This construct is in its infancy stage and the reliability and validity has not been determined to be examined for the current study. This study defines job satisfaction as an inside psychology from a person's own perceptions about his/her own satisfaction from professional life. Ergonomic can be expressed as study of work. The term ergonomic has been derived from the Greek words which are ergo (work) and nomos (laws). In view of its term, it demonstrates that ergonomic is about the investigation of work in connection to the physiological and mental capacities and limitations of individuals. Ergonomics is the applied study of planning and building gadgets or instruments that individuals need so they can utilize these materials with significant level of productivity and safety (Quaisar et al., 2014). Hence, the aim of ergonomics is to fit the task to the worker not to force the person to adapt to the work environment. The cultural differences are prevailing everywhere in all societies, Pakistani culture is complex in nature as we enjoy more while entrapped during work as we face multitasking at work. We have socially astute and perform most tasks with self-efficacy (Ajzen, 1991; Frazier, Tix, & Barron, 2004; Zafar, Mohsin, Abrar, & Ghazanfar, 2014). The study suggested the following hypothesis as follow:

H₂: Job embeddedness mediates the relationship between interruptions at work, multitasking, self-efficacy, social astuteness, and job satisfaction

Ergonomic and job satisfaction

The study applied two dimensions of Ergonomics (i) Multitasking and (ii) Interruptions at work. The working environment conditions, and employment demands to the abilities of the employees. Basic instances of ergonomic hazard elements are secured in positions that require tedious movements, heavy lifting, clumsy stances of the wrists, hands, back, neck, and shoulders. Vibrations sway pressure, and cold temperatures may add to the danger of ergonomic related damage. In general, there is a need of data in accordance with ergonomic related injury inside the business (Caruana, Ramaseshan, & Ewing, 1998; Collins & Mossholder, 2014).

The essential focal point of the field of ergonomics is to decrease injuries, mishaps, and weariness so as to improve work conditions and execution. This objective can hypothetically be practiced by structuring machines, gear and establishments that can be worked securely, precisely, and proficiently by individuals and giving general rules to the specialized conditions and interaction. Ergonomics, as a science, was considered to apply the learning derived from life sciences to work execution (Kelly & Morse, 2014).

All the ergonomic practices are to safeguard the employees and to protect them from any hazards at workplace. Application of the said practices enhances the satisfaction from job for employees. Keeping in view the early discussion, current study hypotheses as follow:

H₃: Interruptions at work has positively significant relationship with job satisfaction

H₄: Multitasking has positively significant relationship with job satisfaction

Ergonomics and Job Embeddedness

Ergonomics was supported by the military and led at university labs. Wartime endeavors had focused fundamentally on the plan of little hardware while the post war endeavors started concentrating on the structure of whole workstations and huge spaces (Rehman, Ozturk, & Zhang, 2019).

The workplace, condition can be described as a dynamic socio-physical framework and can be separated from the workplace as a spot, a physical setting, or a hierarchical unit. This can feature the interdependency between the physical frameworks such as innovation, work necessities and exercises. Nevertheless, the social framework individuals, their qualities, desire and needs individuals' connections to associate, work discernments, importance and corporate culture (Rahman, 2016). There are a few examinations that demonstrate the connection between ergonomic situations with employment execution. Works that need high physical interest can indicate how significantly subordinate the activity execution to ergonomic condition. Health and security guidelines are one of the significant elements of work advertise for the strategy producer that requirements consideration. In developed countries broad writing is accessible on repaying wage differentials and factual estimation of damage however lamentably in developing countries just couple of such examinations exists. With regards to Pakistan a couple of studies have been done (Harisur, Howladar, Rahman, & Uddin, 2018). In fact, there are some different components which have sway on representative execution, for example, acknowledgment and commendation, pay and money related reward however worker's working environment condition is a key determinant of their degree of execution. A superior working environment energizes a worker's degree of inspiration to perform. In fact, poor working environment condition impacts representatives: wellbeing and security, blunder rate, curiosity, joint effort and coordination with different representatives, truancy and social astuteness, to what extent they remain in the job. The impacts of ergonomics on worker execution were broke down by considering various factors, for example, level of ergonomics in Nigerian associations, factors which impede such practices and various strategies embraced by various association for its usage (Kura, Faridahwati, & Chauhan, 2014). Keeping in view the early ponder the study hypothesized as follow:

H₅: Interruptions at work has positively significant relationship with job satisfaction

H₆: Multitasking has positively significant relationship with job satisfaction

Social Astuteness and Job Embeddedness

The investigation unveiled that numerous variables were affecting the best possible usage of ergonomics rehearses in developing countries like Pakistan which were ignorance, inadequate important contemplated, individual thought, asset confinements, advances changes, correspondence holes and non-coordination between gear originators and workers. A specific perspective on individual-environment relations is one that expect human responses to situations are fixed and perpetual. It is a robotic model and underestimates that presentation of individuals can be estimated and summed up similarly as the exhibition of physical parts of the environment. Nonetheless, it appears that human responses are variable and conflicting; few guidelines or consensuses are to be found. Specifically, it is evident that individuals' responses to natural boosts are influenced by their impression of the social circumstances wherein they get themselves (Safdar, 2012). In the model of representative interactionism, the physical condition is seen not as a free factor that summons human reactions, however as a vehicle for emblematic correspondence over the span of social association.

The emblematic part of ergonomics is probably going to be of specific hugeness when novel types of lighting are considered. Individuals frequently feel compromised by innovation and are suspicious of its roots and potential impacts. This makes them bound to scrutinize the structure the executives' procedure and to look for some contribution in that procedure. Such sentiments will impact the way they respond to and utilize the ergonomics. Plan analysts can't bear to overlook this hierarchical setting: first, it gives a vital aspect for understanding the explanations for clients' appearances and sentiments; and second, through a comprehension of the authoritative setting, designers might have the option to impact it, to build the likelihood that the structure will be acknowledged and adequately use (Saher, Bibi, Farmanullah, & Abbas, 2014). To close the discussion current study has hypothesizes as:

H₇: Social astuteness has positively significant relationship with job embeddedness

Social Astuteness and Job Satisfaction

Several studies Baldwin et al. (2009); Di-Fabio (1995) and Morse et al. (2001) infer that the immediate impacts of ergonomics have been widely contemplated, bringing about a valuable yet deficient accumulation of information. The most created territories are visual execution, color recognition, and visual hunt. To some degree less created are the connection between visual execution and work execution, the impact of ergonomics on creation of fatigue, and the impact of age (Rashid et al., 2020; Robertson et al., 2009). The indirect impacts of ergonomics have not been concentrated widely and, subsequently, investigation into this zone is at a beginning period of improvement. The main aberrant impacts that are set up are the alteration of conduct that happens considering poor ergonomics, and the impact of ergonomics on hormone balance. Other circuitous impacts, for example, impression, perception, satisfaction, and solace are conceivable, yet the elements that impact their occurrence and the dependability of the impacts stay to be built up (Davis et al., 2020; Franssila, Okkonen, & Savolainen, 2016; Michelle, Ciriello, & Garabet, 2013). The connection among ergonomics and laborer fulfillment and execution is yet dependent upon much on uncertain conditions. Given the financial noteworthiness of even little changes in these components, this is irritating; accordingly, it must be helped via cautious research coordinated at remarkable issues. Therefore, to sump, the debate this study hypothesized as follow:

H₈: Social astuteness has positively significant relationship with job satisfaction

Self-Efficacy and Job Embeddedness

Training and development of representatives and occupation fulfillment of workers are two urgent parts for the presentation of representative. study demonstrated positive effect of preparing

and improvement and occupation fulfillment with representative execution. Training and development will prompt higher occupation fulfillment level in workers, and they will satisfy their obligations with a lot of duty with best performance. Training and improvement are a solid driver driving towards representative execution (Supriyanto, 2013). So, the supervisors should make methodologies to complete or lead productive and viable preparing programs which will build up the aptitudes of representatives at each level. It was discovered that incredible number of under study respondents consented to the way that was more seasoned representatives don't invite changes in their method for working like regardless they utilize the paper and pen for any documentation as opposed to utilizing PCs or workstations (Iqbal, Rehman, Ali, Khan, & Khan, 2014).

Haines et al. (2004), further examines that logical proof on the impacts of ergonomics on alertness, watchfulness, and state of mind has been gathering throughout the previous 25 years. Scientists find that the everyday and regular rhythms of rest and action can be affected by ergonomics which identified with framework and mindfulness. No less significant are the asserted impacts of ergonomics on mental errands. Ergonomic levels, just as workplace geometry and shading, influence individuals' impression of a space. The impression of a lit space may influence an individual's capacity to perform cerebral assignments and furthermore gadget generation undertakings. Haines et al., (2004) takes note of that exceptionally ongoing examination by Baron and his associates ensnares lighting as a natural prompt for initiating what is named positive effect. Individuals with positive influence are those bound to help other people, volunteer for more work, take huge risks, and see the broad view. Such characteristics can without doubt influence profitability in work environments (Prajogo, 2014). A large portion of the helpful writing about individual -environment frameworks originate from the industrial and occupational fields. By the by, an incredible greater part of this data is pertinent in numerous different settings. Individuals and their physical condition apply common impact, and structure autonomous frameworks. Connections among individuals and physical settings vary, contingent upon whether the unit of investigation is the individual, the relational connections, or the whole association. The three units of examination are interrelated in that people take an interest in relational connections and relational connections are components of organizations. (Lindell, 1994). Boubekri et al., (1991) had examined on connection among personality traits and job embeddedness. He discovered proof that supports the investigation which may reinforce the connection among self-efficacy and job related ergonomic awareness among laborers. In his investigation, he found that the connection among lighting and consciousness of ergonomics isn't huge. Thus, to sum up the debate it is hypothesized as follow:

H₉: Self-efficacy has positively significant relationship with job embeddedness

Self-Efficacy and Job Satisfaction

As per Wilson (2014), job satisfaction is the framework facilitated by dissects of job embeddedness, states to improve the setup of a system, and people's associations with it, rather than focusing on an individual piece of it. That system can be a curios, office, condition, and building, and work site, gathering. These issues include issues that individuals have as they attempt to adjust to any workplace. They incorporate solace and efficiency, communication, and relational connections among laborers, impacts on nature and obviously, the profitability and adequacy of the institute.

H₁₀: Self-efficacy has positively significant relationship with job embeddedness

The study hypothesises a total of 10 hypotheses from which nine hypotheses represent direct and one represents the indirect relationship.

Research Design and Methodology

This study opted quantitative research design. Similarly, like other quantitative studies this study also depends on the survey questionnaire. The study used self-administrated questionnaire adopted from different authentic sources which has been well tested in Asian context. A Questionnaire containing 21 items was distributed to the respondents directly through online. Data were collected during February to May 2021. A total of 289 faculty members from Islamic Republic of Pakistan’s Public Sector Universities participated in this study by their kind response. Self-Efficacy consisting of 03 items, Social Astuteness containing 03 items, Job embeddedness containing 03 items and Job Satisfaction consisting of 03 items has been adopted from Dugan et al. (2018). Whilst two dimensions of Ergonomic: Interruptions at work and multitasking consisting of five and four items respectively has been adopted from Franssila et al. (2016). Most commonly Likert scale is used in different survey research so which is a psychometric scale that commonly used in questionnaires was used in the research. The rating scale from 1 to 7 was used where 1 = “Strongly Disagree”, 2 = “Disagree”, 3 = “Slightly Disagree”, 4= “Neutral”, 5 = “Slightly Agree”, 6 = “Agree” and 7 = “Strongly Agree”.

Results and Analysis

The following figure 01 represents the model:

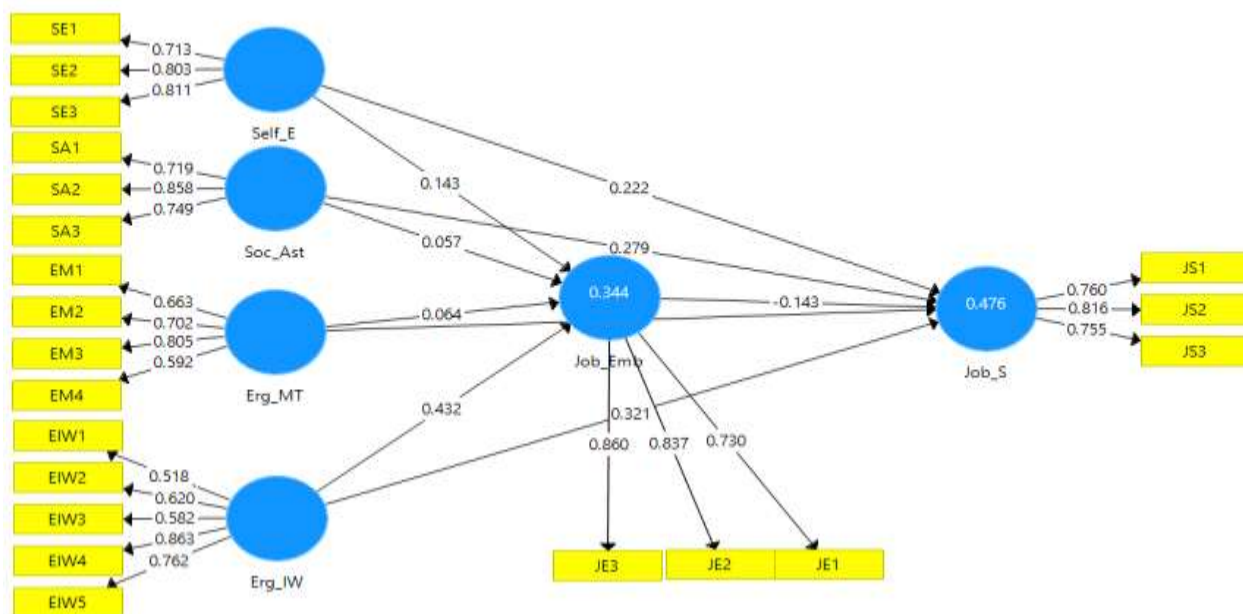


Figure 1: Research Framework

To assess the reliability and validity of the constructs, the study used Cronbach’s Alpha, CR, AVE, factor loadings and Fornell-Larcker criterion. Table 1 shows that the values of Cronbach’s Alpha as recommended values greater than 0.50. Results indicates that the values of CR are more than 0.70. Therefore, the results confirm that the constructs are reliable. Table 1 shows that the values of AVE are more than 0.50.

	Table 1: Construct Reliability and Validity			
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Interruptions at Work	0.695	0.718	0.807	0.564
Job Embeddedness	0.759	0.848	0.851	0.657
Job Satisfaction	0.672	0.673	0.821	0.604
Multitasking	0.640	0.633	0.787	0.583
Self-Efficacy	0.682	0.705	0.820	0.603
Social Astuteness	0.672	0.690	0.820	0.605

Table 2: Outer Loading

	Interruptions at Work	Job Embeddedness	Job Satisfaction	Multitasking	Self-Efficacy	Social Astuteness
EIW1	0.518					
EIW2	0.620					
EIW3	0.582					
EIW4	0.863					
EIW5	0.762					
EM1				0.663		
EM2				0.702		
EM3				0.805		
EM4				0.592		
JE1		0.730				
JE2		0.837				
JE3		0.860				
JS1			0.760			
JS2			0.816			
JS3			0.755			
SA1						0.719
SA2						0.858
SA3						0.749
SE1					0.713	
SE2					0.803	
SE3					0.811	

Furthermore, the results shown in table 2 indicate that the outer loading are significant, and loadings are in between 0.518 to 0.863 which are sufficient to satisfy the criteria. The diagonal values in bold are square root of AVE; additionally, the result shows that the square root of AVE is more than the correlation between the variable. That satisfy the criteria for confirming discriminant validity (See Table 3). Thus, the findings of the measurement model of this study confirm the validity and reliability of all constructs.

Table 3: Discriminant Validity Fornell-Larcker Criterion

	Intructions at Work	Job Embeddedness	Job Satisfaction	Multitasking	Self Efficacy	Social Astuteness
Intructions at Work	0.681					
Job Embeddedness	0.561	0.811				
Job Satisfaction	0.559	0.281	0.777			
Multitasking	0.535	0.381	0.495	0.695		
Self-Efficacy	0.482	0.400	0.494	0.416	0.777	
Social Astuteness	0.464	0.345	0.540	0.475	0.398	0.778

The structured model of the study explains the hypothesized relationship of variables. PLS-SEM was used to explain these hypothesized relationships. Table 5 shows model fit indices of the structured model explain that the structured model is a good fit. The values of R² explained 34.4% of variance in job embeddedness by and 47.6% variance in job satisfaction by the

independent variables (See Table 4).

Table 4: R Square

	R Square	R Square Adjusted
Job Embeddedness	0.344	0.335
Job Satisfaction	0.476	0.467

Table 5: Model Fit

	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_ULS	2.465	2.465
d_G	0.718	0.718
Chi-Square	1244.878	1244.878
NFI	0.515	0.515
rms Theta		0.196

Furthermore, the path analysis explains that the interruption at work is significantly influencing the job embeddedness and job satisfaction. Therefore, the study accepted the hypotheses. The results show that the job embeddedness is significantly influencing the job satisfaction. The indirect effect of interruption at work on job satisfaction through job embeddedness is also significant (See Table 7). Thus, the relationship between interruption at work and job satisfaction is mediated by the job embeddedness. In addition to that the results in Table 6 shows that the multitasking, self-efficacy, and social astuteness is significantly influencing job satisfaction. However, the results indicate that multitasking, self-efficacy, and social astuteness is not significantly influencing job embeddedness. Moreover, the result of indirect effects shown in Table 7 indicate that the job embeddedness is not significantly mediating the relationship of multitasking, self-efficacy, and social astuteness on job satisfaction.

For further clarification and easy understandings, the figure 02 is presented, in the figure t-values are presented for hypothesis testing. The threshold values, to accept the hypothesis at 95% level of confidence is 1.96 and above. So the values above 1.96 represents the acceptance of hypothesis.

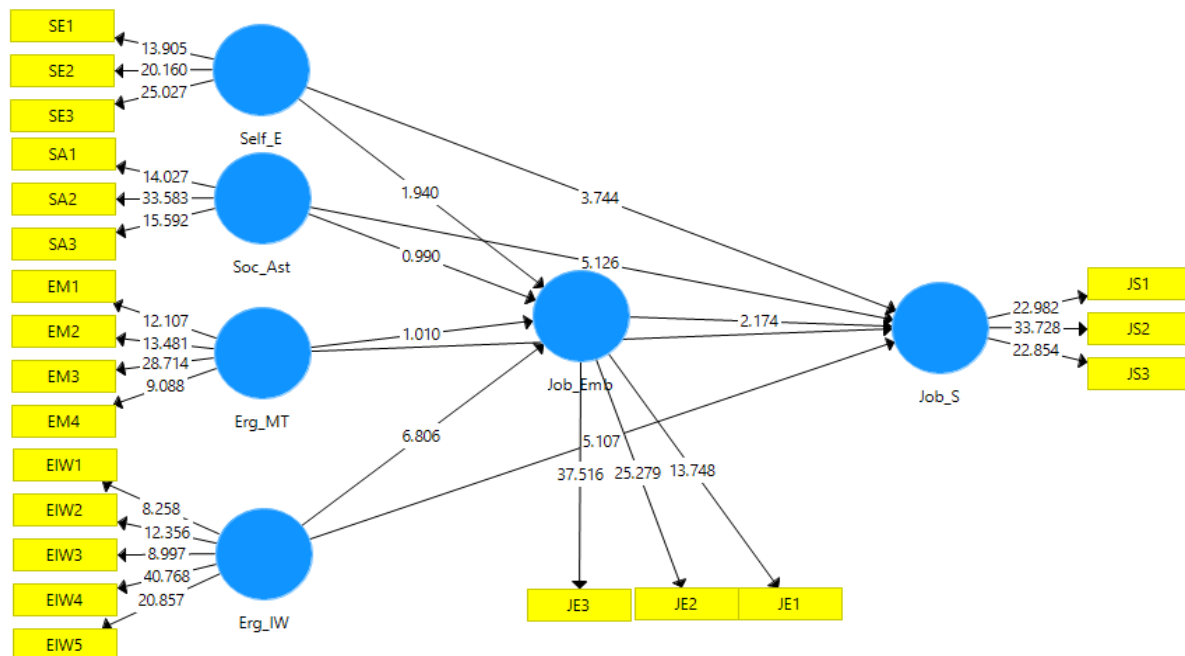


Figure 2: T-statistics

Inline with the figure 02, table 6 is presented for explanation, nine hypotheses are presented below from which three has been disapproved and six are being accepted as:

Table 6: T-Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Interruptions at Work -> Job Embeddedness	0.432	0.435	0.063	6.806	0.000	Accepted
Interruptions at Work -> Job Satisfaction	0.321	0.323	0.063	5.107	0.000	Accepted
Job Embeddedness -> Job Satisfaction	-0.143	-0.148	0.066	2.174	0.030	Accepted
Multitasking -> Job Embeddedness	0.064	0.066	0.063	1.010	0.312	Not Accepted
Multitasking -> Job Satisfaction	0.153	0.158	0.062	2.480	0.013	Accepted
Self-Efficacy -> Job Embeddedness	0.143	0.144	0.074	1.940	0.052	Not Accepted
Self-Efficacy -> Job Satisfaction	0.222	0.223	0.059	3.744	0.000	Accepted
Social Astuteness -> Job Embeddedness	0.057	0.054	0.058	0.990	0.322	Not Accepted
Social Astuteness -> Job Satisfaction	0.279	0.280	0.054	5.126	0.000	Accepted

Table 7: Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social Astuteness -> Job Embeddedness -> Job Satisfaction	-0.008	-0.008	0.010	0.813	0.416
Self-Efficacy -> Job Embeddedness -> Job Satisfaction	-0.020	-0.020	0.013	1.518	0.129
Interruptions at Work -> Job Embeddedness -> Job Satisfaction	-0.062	-0.064	0.031	2.018	0.044
Multitasking -> Job Embeddedness -> Job Satisfaction	-0.009	-0.011	0.012	0.758	0.448

As shown in table 07 the 10th hypothesis is presented, the mediating role of job embeddedness has been established between interruptions at work and job satisfaction and not establish with other attributes. As we are already facing scarcity of infrastructure and facing multitasking, therefore interruption at work come like a cool breath in haphazard situation. Individuals enjoy the interruptions like tea breaks, lunch and gathering of colleagues at workplace. The best time for catharses is interruptions during work, it brings colleagues closer and enhances job embeddedness. In different other cultures people avoid from interruptions while we enjoy interruptions during working hours. And this interruptions are beneficent for employees and organizations too as these interruptions strengthen job embeddedness and increases job satisfaction.

Conclusion and Future recommendations:

Multitasking is a common prevalence at our work culture and interruptions are common during office hours. Most of the tasks are performed with self-efficacy and independently. The faculty members working on the basis of BPS are equipped with greater job embeddedness and bears higher satisfaction with job. The future researchers are recommended for qualitative research and the construct can be modified with some other type of faculty hiring criteria.

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