A STUDY ON RELATIONSHIP BETWEEN FLEXIBLE WORK EFFORT AND ORGANIZATIONAL SUSTAINABILITY AMONG HIGHER EDUCATION EMPLOYEES.

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ABSTRACT:

The study investigates how workers' voluntary effort effects the sustainability of Higher Education Institutions organizations. The additional effort that employees willingly put into their activities above and beyond the basic standards is referred to as discretionary work effort. The capacity of a Higher Education Institution to maintain operational effectiveness and longevity while satisfying its social, economic, and environmental obligations is referred to as organizational sustainability. This study looks at the relationship between employee discretionary work effort and the various elements of organizational sustainability in Higher Education Institutions. The study explores how discretionary effort affects characteristics such as patient care quality, resource efficiency, staff happiness, and financial stability using a mixed-methods approach that includes questionnaires, interviews, and performance data analysis. The findings show a substantial positive association between discretionary labour effort and indices of organizational sustainability. Employees that continuously go above and above in their positions contribute to better patient outcomes, more efficient resource utilization, and overall higher education institution success. The study also examines the impact of employee motivation, leadership support, and organizational culture in encouraging discretionary effort and, as a result, supporting sustainability. The findings of this study highlight the necessity of recognizing and encouraging discretionary work effort among Higher Education Institutions workers. Strategies for increasing employee engagement, recognizing extraordinary accomplishments, and promoting a Collaboration in the workplace can assist Higher Education Institutions in being more sustainable. Finally, this study adds to a better understanding of the complex interaction between employee behaviour and organizational results in the context of the sustainability of Higher Education Institutions.

KEYWORDS: Discretionary Work Effort, Organizational Sustainability, Employee engagement, Organizational strategies, Productivity, Profitability.

1. INTRODUCTION:

In the rapidly changing landscape of Higher Education Institutions. Higher Education Institutions s are increasingly recognizing the need for adaptability and sustainability to maintain their effectiveness and competitiveness. One crucial aspect that has gained significant

attention is the implementation of flexible work efforts, which entails innovative approaches to managing human resources in response to dynamic challenges. The purpose of this study is to look at the complex link between flexible work efforts and organizational sustainability in the setting of Higher Education Institutions. The Higher Education Institutions industry is characterized by its complex and unpredictable nature, influenced by factors such as technological advancements, demographic shifts, and regulatory changes. Higher Education Institutions s, as vital components of the Higher Education Institutions system, must navigate these challenges while continuing to provide quality patient care and maintain financial stability. Traditional rigid work models may hinder Higher Education Institutions s from effectively responding to these challenges, making flexible work efforts an appealing alternative. Organizations in today's competitive business world are continuously looking for methods to improve their performance and gain a lasting competitive edge. The discretionary work effort of an organization's personnel is a vital aspect that considerably determines its performance. Discretionary work effort refers to the extra effort and devotion that employees offer freely in addition to their regular employment responsibilities. This surplus effort has the potential to drive innovation, improve productivity, and foster a culture of continuous improvement within the organization.

1.1. DEFINING DISCRETIONARY WORK EFFORT:

Discretionary work effort encompasses the extra time, energy, creativity, and enthusiasm that employees invest in their tasks beyond the minimum expectations outlined in their job descriptions. Unlike tasks specified in job roles, discretionary efforts are not mandated by the organization; rather, they arise from an individual's intrinsic motivation and commitment to achieving personal and organizational goals.

1.1.1. FACTORS INFLUENCING DISCRETIONARY WORK EFFORT:

Several factors contribute to the willingness of employees to invest discretionary effort in their work:

1. **Organizational Culture**: A positive and supportive work culture that values employee contributions and encourages open communication can motivate employees to go above and beyond their basic responsibilities.
2. **Leadership**: Effective leadership plays a crucial role in inspiring employees to contribute discretionary effort. Leaders who lead by example, provide clear direction, and recognize employee achievements can foster a culture of excellence.
3. **Job Satisfaction**: Employees who derive satisfaction from their work and feel that their contributions are meaningful are more likely to engage in discretionary efforts.
4. **Recognition and Rewards**: Recognition of employees' efforts and appropriate rewards, both tangible and intangible, can reinforce their motivation to invest discretionary effort.
5. **Career Development**: Opportunities for skill development and career growth can motivate employees to invest in discretionary effort as they see a clear path for personal and professional advancement.

1.1.2. IMPACT ON ORGANIZATIONAL PERFORMANCE:

Discretionary work effort can yield several benefits for organizations:

1. **Innovation**: Employees investing discretionary effort are more likely to think creatively and propose innovative solutions, driving continuous improvement and adaptation.
2. **Productivity**: The extra effort put into tasks can lead to increased efficiency, reduced errors, and improved overall productivity.
3. **Customer Satisfaction**: Discretionary effort frequently correlates to better customer service because staff are eager to go above and beyond to fulfil client demands.
4. **Employee Engagement and Retention**: A culture that values discretionary effort enhances employee engagement and reduces turnover rates, contributing to a stable and committed workforce.
5. **Organizational Resilience**: Organizations with employees willing to invest discretionary effort are better equipped to navigate challenges and changes effectively.

1.1.3. CHALLENGES AND CONSIDERATIONS:

While discretionary work effort holds great potential, there are challenges to consider:
1. **Work-Life Balance**: Organizations should be mindful of not overburdening employees to the point of burnout, which can negatively impact both discretionary effort and overall well-being.
2. **Equity**: Differential recognition and rewards for discretionary effort may lead to feelings of unfairness among employees.
3. **Sustainability**: Organizations should ensure that discretionary efforts are aligned with long-term goals and do not compromise employees' health or job satisfaction.

1.2. DEFINING ORGANIZATIONAL SUSTAINABILITY:

Organizational sustainability refers to an organization's ability to thrive over time by effectively managing its resources, operations, and relationships with various stakeholders while minimizing negative impacts on the environment and society. It involves aligning business strategies and practices with ethical, ecological, and social principles to create enduring value for the organization, its employees, customers, investors, communities, and the planet.

1.2.1. DIMENSIONS OF ORGANIZATIONAL SUSTAINABILITY:

1. **Economic Sustainability**: This dimension focuses on an organization's financial health and stability. It involves generating profits, managing resources efficiently, and making sound investment decisions to ensure ongoing financial viability.
2. **Environmental Sustainability**: Environmental sustainability pertains to minimizing an organization's ecological footprint. This involves reducing resource consumption, adopting eco-friendly practices, and addressing environmental challenges like waste management, energy efficiency, and carbon emissions.
3. **Social Sustainability**: Social sustainability centers on the well-being and satisfaction of an organization's workforce and the broader community. It encompasses fair labor practices, diversity and inclusion, employee well-being, community engagement, and ethical behavior.

4. **Stakeholder Engagement**: Engaging with stakeholders, including employees, customers, investors, suppliers, regulators, and local communities, is fundamental to organizational sustainability. Open communication and collaboration foster mutual understanding and help align organizational goals with stakeholder expectations.

1.2.2. BENEFITS OF ORGANIZATIONAL SUSTAINABILITY:

1. **Long-Term Viability**: Organisations that prioritise sustainability are better positioned to react to changing market conditions, legal needs, and social expectations, therefore preserving their long-term viability.

2. **Innovation and Adaptation**: Sustainability drives innovation by encouraging organizations to develop creative solutions that address environmental and social challenges while creating new market opportunities.

3. **Enhanced Reputation**: Organizations with strong sustainability practices often enjoy a positive reputation, leading to increased trust among stakeholders and a competitive advantage.

4. **Attracting Talent**: A commitment to sustainability can be attract and retain top talent, particularly among present generations that who prioritize working for organizations that align with their values.

5. **Resilience**: Sustainability strategies that address resource scarcity and environmental risks can enhance an organization's resilience to disruptions.

1.2.3. CHALLENGES AND CONSIDERATIONS:

1. **Complexity**: Balancing economic, environmental, and social objectives can be complex, requiring careful consideration of trade-offs.

2. **Short-Term vs. Long-Term Focus**: Short-term financial success and long-term sustainability goals must be balanced by organizations.

3. **Measurement and Reporting**: Defining and measuring sustainability metrics can be challenging, and transparent reporting is essential for accountability.

4. **Change Resistance**: Implementing sustainable practices may encounter resistance from employees, investors, or other stakeholders who fear potential disruptions.

1.3. DEFINING EMPLOYEE ENGAGEMENT:

Employee engagement refers to employees' emotional attachment to their work, colleagues, and the organisation as a whole. Employees who are engaged are not simply pleased with their work; they are passionately dedicated, driven, and eager to go above and beyond to contribute to the success of their team and the organisation.

1.3.1. KEY ELEMENTS OF EMPLOYEE ENGAGEMENT:

1. **Commitment**: Engaged employees feel a strong sense of commitment to their roles and the organization's goals. They align their personal values with the organization's mission and vision.

2. **Involvement**: Engaged employees are actively involved in their work and seek opportunities to contribute their ideas, creativity, and expertise to solve problems and drive innovation.

3. **Connection**: Engaged employees have positive relationships with their colleagues and supervisors. They feel connected to their team and see themselves as part of a collaborative effort.

4. **Empowerment**: Engaged employees have a sense of autonomy and empowerment in their roles. They are given the authority to make decisions and have a say in how their work is conducted.

1.3.2. BENEFITS OF EMPLOYEE ENGAGEMENT:

1. **Increased Productivity**: Engaged employees are more focused, motivated, and committed to their tasks, leading to higher levels of productivity and efficiency.

2. **Improved Job Satisfaction**: Engaged employees experience higher levels of job satisfaction and fulfillment, leading to reduced turnover rates and increased employee retention.

3. **Enhanced Innovation**: Engaged employees are more likely to share their ideas and contribute to innovation, leading to the development of new processes, products, and services.

4. **Better Customer Service**: Engaged employees are more likely to provide excellent customer service, leading to higher customer satisfaction and loyalty.

5. **Reduced Absenteeism**: Engaged employees are generally healthier and more invested in their work, resulting in lower absenteeism rates.

1.3.3. FACTORS INFLUENCING EMPLOYEE ENGAGEMENT:

1. **Leadership**: Effective leadership that communicates a clear vision, provides support, and values employee contributions is a significant driver of employee engagement.

2. **Work Environment**: A positive and inclusive work environment that fosters open communication, collaboration, and mutual respect enhances employee engagement.

3. **Recognition and Feedback**: Regular recognition of employees' efforts and providing constructive feedback contribute to a sense of appreciation and value, boosting engagement.

4. **Career Development**: Opportunities for skill development, growth, and advancement within the organization can motivate employees to engage deeply in their roles.

5. **Work-Life Balance**: A healthy work-life balance ensures that employees have the energy and motivation to engage fully in their professional responsibilities.

1.4. DEFINING ORGANIZATIONAL STRATEGIES:

Organizational strategies involve a comprehensive approach to achieving an organization's mission, vision, and objectives. These strategies outline the organization's competitive positioning, target markets, value propositions, and the allocation of resources to maximize performance and long-term success.

1.4.1. TYPES OF ORGANIZATIONAL STRATEGIES:

1. **Corporate Strategy**: Corporate strategy focuses on the overall direction and scope of the organization. It involves decisions about which markets to enter or exit, diversification, mergers and acquisitions, and the allocation of resources among different business units.
2. **Business Strategy**: Business strategy pertains to a specific business unit or product line. It defines how the organization will compete within a particular market segment, highlighting differentiation, cost leadership, or niche strategies.
3. **Functional Strategy**: Functional strategies focus on specific areas within the organization, such as marketing, operations, finance, and human resources. These strategies align with overall business and corporate strategies.
4. **Operational Strategy**: Operational strategies detail how an organization will execute its plans and achieve its goals. This includes optimizing processes, improving efficiency, and managing resources effectively.

1.4.3. KEY ELEMENTS OF EFFECTIVE ORGANIZATIONAL STRATEGIES:

1. **Clear Goals and Objectives**: Strategies should articulate clear and measurable goals that align with the organization's mission and vision.
2. **Environmental Analysis**: Strategies should be informed by a thorough analysis of the external environment, including market trends, competition, and technological advancements.
3. **Internal Assessment**: Understanding an organization's internal strengths, weaknesses, resources, and capabilities is essential for developing strategies that leverage these factors.
4. **Alignment**: Strategies at different levels (corporate, business, functional) should be aligned to ensure consistency and synergy in pursuit of organizational objectives.
5. **Resource Allocation**: Effective strategies involve allocating resources judiciously to prioritize initiatives that will yield the most significant impact.
6. **Flexibility**: Strategies should have built-in flexibility to adapt to changing market conditions and unforeseen challenges.

1.4.4. IMPLEMENTING AND EXECUTING STRATEGIES:

1. **Action Plans**: Strategies should be broken down into actionable steps with timelines and responsibilities clearly defined.
2. **Communication**: Effective communication of strategies throughout the organization ensures that all stakeholders understand their roles and contributions.
3. **Performance Measurement**: Establishing key performance indicators (KPIs) helps track progress and adjust strategies as needed.
4. **Feedback Mechanisms**: Regular feedback loops allow organizations to assess the effectiveness of strategies and make necessary adjustments.
5. **Continuous Improvement**: Successful organizations engage in continuous learning and improvement, refining strategies based on feedback and changing circumstances.

1.5. CHALLENGES AND CONSIDERATIONS OF DISCRETIONARY WORK EFFORT AND ORGANIZATIONAL SUSTAINABILITY IN HIGHER EDUCATION EMPLOYEE.

Higher education institutions face unique pressures and demands, which can make it challenging to maintain a sustainable and engaged workforce. Here are some key challenges and considerations:

1. **Changing Landscape of Higher Education:** Higher education is undergoing significant transformation due to changes in student demographics, technological advancements, and evolving teaching methodologies. This creates challenges in adapting to new pedagogical approaches, digital learning, and student engagement strategies.

2. **Budget Constraints:** Many higher education institutions face budget constraints, leading to resource limitations, which can affect employee morale, compensation, and the availability of professional development opportunities.

3. **Academic and Administrative Demands:** Higher education employees often face a heavy workload, balancing research, teaching, and administrative responsibilities. This can lead to burnout and decreased discretionary effort.

4. **Faculty Governance and Autonomy:** The culture of shared governance in higher education institutions can create tensions between faculty, administration, and staff, impacting decision-making and discretionary effort.

5. **Professional Development:** The need for continuous professional development and keeping up with industry trends and research can be demanding, requiring additional time and effort from employees.

6. **Work-Life Balance:** Striking a balance between work and personal life can be difficult, particularly for faculty who may be expected to conduct research, teach, and engage in service activities.

7. **Student Expectations:** Meeting the diverse needs and expectations of students can be challenging, especially with the rising demand for personalized learning experiences.

8. **Technology Integration:** Keeping up with and effectively integrating technology into teaching and administrative functions is essential but can be overwhelming for some employees.

9. **Sustainability Concerns:** As concerns about sustainability and environmental impact grow, higher education institutions may need to invest in sustainable practices and curricula, which can be an additional workload for employees.

10. **Diversity and Inclusion:** Promoting diversity and inclusion within higher education institutions is vital, but it may require extra effort and training to create inclusive learning environments.

11. **Resource Allocation:** Decisions regarding how resources are allocated within the institution can impact employees' discretionary effort. Fair and equitable resource allocation is crucial for maintaining motivation.

12. **Assessment and Accountability:** Increasing emphasis on assessment, accountability, and accreditation can create additional administrative work for faculty and staff.

Considering these challenges, higher education institutions should take the following considerations into account:

1. **Professional Development:** Invest in ongoing professional development to help employees stay current and engaged in their roles.
2. **Workload Management:** Implement workload management strategies to ensure that faculty and staff do not become overwhelmed with responsibilities.
3. **Flexible Work Arrangements:** Offer flexible work arrangements and promote work-life balance to retain and motivate employees.
4. **Recognition and Rewards:** Implement a system of recognition and rewards for discretionary effort to motivate employees and show appreciation for their contributions.
5. **Collaborative Decision-Making:** Encourage collaboration and shared decision-making between faculty and administration to ensure that employees feel valued and heard.
6. **Sustainability Initiatives:** Develop and support sustainability initiatives within the institution to engage employees in meaningful, environmentally responsible work.
7. **Diversity and Inclusion Programs:** Implement diversity and inclusion programs to create inclusive environments, valuing the contributions of all employees.

2. REVIEW OF LITRATURE:

1. **Talat Islam, Saima Ahmad, Ishfaq Ahmed (2022):** The goal of this study is to look at the processes and boundary conditions that underpin the relationship between perceived environmental specific servant leadership (ESSL) and perceived organizational environmental citizenship behaviour (OECB). Using social exchange and social identity theories, we study corporate social responsibility (CSR) as a mediator and attachment anxiety as a moderator of the ESSL-OECB link. The proposed relationships were examined by conducting two waves of surveys of 359 employees and their supervisors from various manufacturing-sector organizations. The data was analyzed using a bootstrapping test in structural equation modelling, and the empirical results demonstrated that CSR mediates the relationship between ESSL and OECB. Attachment anxiety, on the other hand, has been demonstrated to reduce the indirect effects of ESSL on OECB via CSR, with the links being stronger for employees who have high attachment anxiety compared to those who have low attachment anxiety. The paper concludes with a discussion of the study's results and their implications for management theory and practice.

2. **Ammarah Ahmed, Dapeng Liang (2022):** Despite growing interest in workplace dignity, scientific data on whether and when it improves job performance is sparse. The purpose of this study is to look at the relationship between workplace dignity and job performance, as well as to identify and analyze the boundary condition function of workplace inclusion. To verify the hypothesized model, multi-source and time-lagged data from employee-supervisor dyads (n = 169) in non-governmental organizations in Pakistan were collected and analyzed using techniques such as confirmatory factor analysis, moderated multiple regression, post-hoc slope, and Johnson-Neyman analyses. Employee job performance benefited from workplace dignity and inclusion, as predicted, although workplace inclusion moderated the dignity-performance relationship, making it more strongly favorable when workplace inclusion was high. This study adds to the job demands-

resources (JD-R) paradigm, which serves as the theoretical lens in this study. This is the first research to investigate workplace dignity and its consequences via the lens of the JD-R model, offering a new theoretical viewpoint to the dignity literature. This study is also pertinent to the UN's Sustainable Development Goal 8 and provides crucial recommendations for management practice, policymaking, and employees.

3. **Omar Mohammed Ali Ababneh (2021):** This study proposes a fresh step forward in the transformation path towards sustainability by empirically analyzing the impact of employee involvement with environmental efforts in mediating the relationship between green HRM practises and individual green behaviour. Furthermore, the traditional theory of person-organization-fit was used in this study to investigate the function of various personality factors in moderating the correlations between HRM practices and employee involvement with environmental projects. A quantitative research method using a purposeful-sampling strategy was utilized to contact 376 workers working at Jordan's four and five-star hotels. The study presents novel data demonstrating that employee engagement moderates the relationship between green HRM practices and individual green behaviour. Furthermore, this study emphasizes the significance of person-to-person connection in increasing employee participation in environmental projects.

4. **Muhammad Adeel Anjum and Ammarah Ahmed (2021):** Although previous study has looked at a variety of workplace incivility's outcomes, less emphasis has been made to the impact of supervisor incivility (SI) on employees' sense of vitality and discretionary work effort (DWE). Furthermore, the processes behind SI's detrimental consequences are largely unclear. The current study aims to fill these knowledge gaps in the literature. This study will look specifically at how SI leads to lower DWE. Data for this study were acquired from 151 workers of two significant organizations in Pakistan's financial services sector using a cross-sectional survey approach. The data was analyzed using a variety of approaches, including confirmatory factor analysis and bootstrapping. SI was shown to be adversely linked with both subordinates' perception of vitality and DWE, as expected, but vitality was found to be favorably associated with DWE. The findings also revealed that SI has a detrimental impact on subordinates' DWE by lowering their sense of vitality. This study has various important implications for management practice in terms of avoiding SI, alleviating its symptoms, and increasing employees' sense of vitality. To the best of our knowledge, this is the first research to deconstruct the dynamics of SI, vitality, and DWE, as well as to present a mechanism by which SI translates into lower DWE.

5. **Scott M. Currya, Nicole E. Gravina (2019):** The goal of this research is to examine the links between company branding, employee engagement, and discretionary effort via the lens of employee expectation. A study of 1,349 current Thai petroleum sector personnel was undertaken. Employer branding and employee engagement, employee engagement and discretionary effort, employer branding and discretionary effort, employer branding and employee expectation, and employee expectation and employee engagement were all found to have strong positive relationships. The findings also revealed that company

branding had a partial influence on employee engagement through employee expectation, as well as a partial effect on discretionary effort through employee engagement.

6. **Stephen J. Frenkel & Tim Bednall (2016):** Contemporary work is extremely interrelated, necessitating discretionary work effort (DWE) in response to colleagues and clients. According to social exchange theory, organizational support promotes DWE as a type of employee reciprocation. Our model, which incorporates social exchange and expectancy theory, forecasts future career returns from organizational assistance in the form of training and promotion opportunities. Positive career aspirations improve sentiments of employee duty, which are realized at greater levels of DWE. Furthermore, when these opportunities are made available under procedurally equal conditions, professional expectations rise. Furthermore, when interactional justice is strong, the association between career expectation and perceived obligation is increased. These assumptions are effectively evaluated on a survey of 201 bank workers and their supervisors using structural equation modelling. The study and practice implications are explored.

7. **David Casey & Sebastian Sieber (2016):** An rising number of scholarly studies imply that we as humans are abusing the Earth to an unsustainable level. To put it another way, we are intentionally eroding our very own foundation, especially when contemplating future generations. As a result, it is becoming increasingly important for businesses to create more socially and ecologically sustainable methods of producing and distributing their goods and services. Furthermore, increased public knowledge of environmental concerns reinforces this. Aside from that, demographic shifts make it increasingly challenging to attract and retain talented workers. Furthermore, many employees throughout the world lack a deeper purpose in their work, and as a result, job-related motivation and engagement are frighteningly low. Such an issue is particularly relevant in the Higher Education Institutions ity industry, because Higher Education Institutions ity jobs are thought to demand high performance but are rather poorly paid, while the industry operates with a high labour intensity, resulting in a significantly high staff turnover rate. The combination of the issues listed may have a full answer. The idea aims to actively include employees in sustainability and corporate social responsibility (CSR) concerns, leading to a positive impression of their workplaces. As a result, more engagement is projected, which is linked to improved company performance and profitability. This study presents an employee-focused process model that businesses may adopt as a guideline to increase sustainability, CSR, and engagement.

8. **Nada Al Mehrzi and Sanjay Kumar Singh (2016):** The goal of this study is to give a framework for understanding, predicting, and controlling elements influencing employee engagement in the United Arab Emirates (UAE). The study explores employee engagement research and presents a conceptual framework that practitioners may use to engage people and encourage them towards organizational growth and sustainability. In accordance with the literature-based study, an employee engagement framework was constructed, highlighting the relationship between the leader, team, perceived organizational support,

and organizational culture as mediated by employee motivation. Employee involvement, as demonstrated in this study, is highly suited for usage in the UAE's public sector. Further empirical research should be conducted to determine the impact of the suggested framework and hypotheses. The study includes employee engagement variables into a framework that practitioners may use to find strategies to engage and retain talented individuals for the benefit of organizations. This research presents a thorough framework that contributes to the conceptualization of employee engagement and will assist practitioners and academics in understanding the fundamental reasons of organizational disengagement.

9. **Woocheol Kim, Gohar Feroz Khan, Jacob Wood (2016):** Sustainability is a critical long-term aim for Organizations, and as such, it has been the subject of considerable academic research over the last two decades. Organizational sustainability is described as an organization's capacity to meet a variety of economic, environmental, and human performance goals. Employee engagement at work is one of the most researched areas in Organizational science, and it is seen as a vital component to establishing long-term Organizational success. This study used burst detection and social network analysis approaches to evaluate the keywords that appear in the titles and abstracts of the employee engagement research area in order to better comprehend the employee engagement discourse. The study included and evaluated 1406 employee engagement-related papers published between 1990 and 2015. The findings indicated the fading, rising, and key themes in the realm of employee engagement.

10. **Julie A. Kmec1 and Elizabeth H. Gorman (2015):** Do men and women differ in their willingness to labour above and beyond the level demanded by their jobs? Is this gender disparity consistent across national contexts? The writers respond to these questions using survey data from the United States and the United Kingdom. Multivariate ordered logistic regression models show no gender difference in self-reported discretionary effort in the United States, but more discretionary effort among women in the United Kingdom, after controlling for individual, family, and workplace factors. The authors relate these findings to a bigger disparity between men and women's labour force participation and careers, historically weaker workplace equality rules, and a stronger distinction of gender roles in the United Kingdom than in the United States. They finish by debating the significance of national context in shaping gender disparities.

11. **Ian Hesketh, Cary Cooper, Jonathan Ivy (2015):** The purpose of this study is to examine the links between wellbeing, engagement, and discretionary effort. This study was undertaken in a provincial police force in the United Kingdom, but it is applicable to the public sector in general. Data is gathered through the use of the ASSET wellbeing psychometric instrument, which assesses job views, attitudes towards work, and overall health. It is also utilized to create an engagement gauge that elicits behaviors that are thought to be compatible with discretionary effort traits. Regression models suggest that employees are more likely to exert discretionary effort if they have more control over their

employment, feel more secure in their position, and their job does not change for the sake of change. This study also found that the higher the rank (grade), the more discretionary effort was used. Resources and Communications, Work Relationships, and Having a Balanced Workload were discovered to have no significant influence on discretionary effort in this study. Rather than assuming what appears to be the frequently recognized case, this study presents evidence that high levels of engagement are a result of successful workplace wellness initiatives, and that they result in the unlocking of discretionary effort.

12. **Burawat Piyachat, Kuntonbutr Chanongkorn, Mechinda Panisa (2014):** The goal of this research is to examine the links between company branding, employee engagement, and discretionary effort via the lens of employee expectation. A study of 1,349 current Thai petroleum sector personnel was undertaken. Employer branding and employee engagement, employee engagement and discretionary effort, employer branding and discretionary effort, employer branding and employee expectation, and employee expectation and employee engagement were all found to have strong positive relationships. The findings also revealed that company branding had a partial influence on employee engagement through employee expectation, as well as a partial effect on discretionary effort through employee engagement.

13. **Tejaswi Bhuvanaiah and R. P. Raya (2014):** Employee engagement is a well-researched term that lacks a universally accepted definition and a clear conceptual grasp. Despite its predictive function in achieving Organizational success, there is a need to investigate the concept's basic substance. The current study tries to describe the Engagement notion, its distinction from relative concepts, and its declining character, all of which are highly important yet are connected with some uncertainty. Furthermore, the current research compiled information from multiple studies to explain the good behaviors associated with an engaged employee, so offering implications for improving and maintaining worker engagement levels.

14. **Rosemarie Lloyd (2013):** The study has two basic goals. To investigate the role of discretionary effort (DE) in the multidimensional performance domain comprised of in-role behaviour (IRB) and Organizational citizenship behaviour (OCB); and to determine whether skills and autonomy are important predictors of DE and share variance with DE in addition to IRB and OCB. A sample of managers/supervisors (n = 476) and a sample of both managerial and non-managerial employees (n = 424) were used. Confirmatory factor studies revealed that the three-factor hierarchical model outperformed the other three models evaluated, demonstrating that DE is distinct from IRB and OCB but is part of the performance domain. According to the regression analysis, both skills and autonomy are key predictors of DE; however, only autonomy explained variation in DE above and beyond IRB, OCB, and skills. These findings add to the construct validity of DE. Implications and future research directions are suggested.

15. **Dorothea Wahyu Ariani (2013):** Organizations have long been interested in how management influences how workers think and feel about their employment, as well as

how much time people are prepared to devote to the organisation. The association between employee engagement, organizational citizenship behaviour (OCB), and counterproductive work behaviour (CWB) was investigated in this study. In Yogyakarta, Indonesia, the author administered the employee engagement scale, organizational OCB scale, and CWB scale to 507 participants from the service industries. The questionnaire contents were evaluated using validity and reliability tests. The findings revealed a substantial positive relationship between employee engagement and OCB, as well as a large negative relationship between employee engagement and CWB and OCB and CWB. This research likewise revealed no differences in female and male employee engagement. This study demonstrates that the mean OCB and CWB scores differ between male and female.

16. **Aakanksha Kataria, Pooja Garg, Renu Rastogi (2012):** Organizations, in addition to task proficiency, are becoming more reliant on workers' discretionary efforts at work in order to achieve and retain Organizational performance through greater contributions. This article proposes to research the interrelationships between employee engagement, OCB, and Organizational performance in order to participate in their powerful inclination. Existing theoretical and empirical research papers are analyzed retrospectively to support the associative link between employee engagement, OCB, and Organizational effectiveness. Following that, this integrative study looks at two alternate models and propositions for establishing causal links between employee engagement, OCB, and Organizational success. According to the findings, employee involvement has the ability to drive OCB. Employees who are engaged have the best potential to improve Organizational effectiveness due to increased levels of OCB. This study shows that value-based Organizations should embrace high performance HR practices through their HR architecture to sustain high levels of employee engagement, because the psychological mechanism of engagement drives OCB, which is how an organisation achieves effectiveness. Furthermore, because these individuals are extremely capable of promoting good workplace behaviour's and Organizational success, this study focuses primarily on employees who are engaged in their job duties. The study adds the concept of employee engagement as a crucial antecedent of Organizational effectiveness through OCB to the literatures on employee engagement and Organizational effectiveness.

17. **Stephen Frenkel, Simon Lloyd D. Restubog (2012):** Employee views of human resource (HR) policies and practices have an impact on two significant outcome variables: discretionary work effort (DWE) and coworker assistance (CWA). The findings, based on 618 full-time employees in two organizations, reveal that HR practices are connected to procedural and distributive justice, and that organizational identity mediates the association between procedural and distributive justice and DWE and CWA, respectively. Distributive justice is also demonstrated to have direct impacts on the two outcome variables, implying the use of a social exchange viewpoint as a supplement to social exchange theory. identity explanations. Implications for research and practice are briefly discussed.

18. **Aubid Hussain Parrey, Dr Jaya Bhasin (2012):** Although there has been a substantial amount of study undertaken in the field of employee motivation in an Organizational workplace, research in the domain of discretionary work effort is still in its infancy. According to the current literature, the manager's principal responsibility is to encourage employees in an organisation to work at their best. The current research is empirical in nature. For the purposes of this study, both primary and secondary data were used and analyzed. The stratified random sampling approach was used to choose the sample. Employees from both governmental and commercial sector telecom Organizations participated in the survey. Bharat Sanchar Nigam Limited (BSNL) and Bharti Airtel were the Organizations understudied, representing public and private sector telecom enterprises, respectively. The study finds that discretionary work effort is based on employee motivation, and various motional elements have varying degrees of influence on discretionary work effort.

19. **Benjamin R. Palmer and Gilles Gignac (2012):** The goal of this study is to discuss findings from research on the link between managers' emotional intelligence (EI) and levels of engagement among their direct subordinates. The findings are presented in the context of a business case for EI development as a strategy for improving employment brand, talent retention, and productivity. Employees in three different Organizations completed an online web survey system to gauge their engagement and the EI of their management. The data was then subjected to correlation analysis. Manager EI was shown to have a significant correlation with employee engagement levels. Managers' EI accounted for a large portion of the variation in direct report engagement scores. Future study should investigate if managers' EI corresponds with direct report engagement scores while adjusting for direct reports' EI. It is also necessary to investigate if employee engagement ratings improve as a result of changes in managers' EI. Organizations may be able to increase their employment brand, talent retention, and productivity by creating management EI. This is the first article to examine the empirical link between managers' EI and employee engagement. It will be of interest to those tasked with enhancing leadership and employee engagement in general.

20. **Michael S. Christian, Adela S. Garza, Jerel E. Slaughter (2011):** Many academics are concerned about the difference of work engagement from other dimensions as well as its theoretical worth. The study's aims were to find an agreed-upon definition of engagement, analyse its distinctiveness, and highlight its lack of a logical network of conceptions. We discovered that engagement has discriminant validity from, and criterion related validity over, workplace attitudes using a conceptual framework based on Macey and Schneider (2008; Industrial and Organizational Psychology, 1, 3-30). We also discovered that involvement is linked to a number of significant antecedents and effects. Finally, we tested the function of engagement as a mediator of the relationship between distal antecedents and job performance using meta-analytic route modelling, finding support for our conceptual framework. In conclusion, our findings indicate that work involvement is a positive factor.

21. **Eydi Hossein, Raheim Ramezanineghad1, Bahram Yosefi (2011):** Organizational effectiveness is a topic that is frequently discussed in management contexts, seminars, and research initiatives. Sport management receives similar degrees of attention. For many years, thinkers and academics have debated this concept. Because the research of Organizational performance in profit Organizations is complicated and perplexing, investigating the concept in nonprofit Organizations such as sports Organizations may be even more difficult owing to its unique character. This article relies on general Organizational efficiency literature as well as specialized material on Organizational effectiveness in sport and nonprofit Organizations (NPOs). In the literature, five key techniques to evaluate Organizational performance have been reported: goal accomplishment, systems of resources, internal process, various constituency, and conflicting values framework. According to a review of the literature, the two approaches of numerous constituency and competing values framework as a multidimensionality had the highest utilisation in the sport context.

22. **Ologbo C. Andrew and Saudah Sofian (2011):** Employee engagement has gained popularity in recent years among prominent management and human resources consulting Organizations. Despite the rising contributions of a few academic studies on the notion of employee engagement, there remains a scarcity of academic studies on the construct. This gap has made the construction an intriguing topic of study. The goal of this study is to use the social exchange theory as a theoretical basis to evaluate a model of the determinants of employee engagement on two measures of employee engagement (job engagement and Organizational engagement). The poll was completed by 104 HR officers from Malaysia's Inland Revenue Board. The study includes measurements of engagement drivers as well as work and Organizational engagements. For data analysis, the t-test and multiple regressions were used. This study is among the first to demonstrate a significant distinction between job engagement and Organizational engagement and to assess a variety of job engagement and Organizational engagement determinants. The research focuses on how to create a framework for Organizations to engage their staff in driving execution. The study's findings revealed a considerable difference between job engagement and organisation, with coworker support serving as a main driver that influences both metrics of engagement.

23. **Giti Ashraf , Suhaida bte Abd Kadir (2011):** All higher education institutions are concerned with organizational effectiveness. There have been many various models of effectiveness over the years, as well as criteria for assessing organizational effectiveness. This study examines four major organizational effectiveness models: the objective approach, the system resource approach, the process approach, and the strategic constituency approach. Furthermore, this study provides numerous organizational efficiency theories in higher education. Then, a brief assessment of various empirical research that utilized Cameron's (1978) model of organizational performance is provided. Finally, the report concludes that Cameron's (1978) model appears to be the best fit for analyzing organizational performance in higher education.

24. **Meredith Elaine Babcock-Roberson & Oriel J.Strickland (2010):** Organizational behaviour researchers have long been interested in investigating how workers' opinions of their leaders impact their work-related thoughts and behaviors. This study put to the test a meditation model that connected leader charisma to Organizational citizenship behaviors (OCB) through work engagement. The authors administered the Multifactor Leadership Questionnaire, the OCB Scale, and the Work Engagement Scale to 91 individuals. The findings revealed a substantial positive relationship between charismatic leadership and work engagement, as well as between work engagement and OCB. The findings also show that job engagement fully mediates the effects of leadership on OCB. This mediation relationship implies some processes of charismatic leadership and offers an intriguing route for further investigation.

25. **Arnold B. Bakker and P. Matthijs Bal (2010):** This research of 54 Dutch teachers put a weekly work engagement strategy to the test. We hypothesized that teachers' weekly job resources are positively related to their week-levels of work engagement, and that week-level work engagement is predictive of week-level performance based on beliefs about the motivating potential of job resources. In addition, we hypothesized that immediate work engagement had a positive, delayed influence on job resources the following week. Every Friday for five weeks, teachers were requested to complete a weekly questionnaire. Multi-level analyses largely confirmed our hypotheses, demonstrating that week-levels of autonomy, exchange with the supervisor, and opportunities for development (but not social support) were positively related to weekly engagement, which was positively related to weekly job performance. Furthermore, employment resources in the next week were positively connected to immediate work engagement. These findings demonstrate how intra-individual variation in individuals' work experiences might explain weekly job performance.

26. **Solomon Markos, M. Sandhya Sridevi (2010):** Employee engagement is a broad concept that encompasses nearly all aspects of human resource management that we are familiar with. Employees fail to fully participate in their jobs in reaction to such mismanagement if all aspects of human resources are not managed appropriately. staff engagement is based on prior notions such as work satisfaction, staff commitment, and Organizational citizenship conduct. Employee engagement, while linked to and covers these principles, has a greater reach. Employee engagement is a higher predictor of positive Organizational success than job happiness, employee dedication, and Organizational citizenship activity, indicating a two-way link between employer and employee. Employees that are emotionally engaged to their organisation and strongly immersed in their job with a tremendous excitement for their employer's success will go above and beyond the employment contractual agreement.

27. **Akihito Shlmazu,J, Wilmar B. Schaufeltj (2009):** This article provides an introduction of the recently established notion of work engagement, which is defined as a pleasant, gratifying, affective-motivational state of job-related well-being. We begin by defining

engagement in terms of vigor, devotion, and absorption, and then explain how engagement differs from comparable notions (such as burnout). Work engagement is a distinct concept that is best predicted by job resources (such as autonomy, supervisory coaching, and performance feedback) and personal resources (such as self-efficacy) and is predictive of psychological/physical health, proactive organizational behaviour, and job performance. The most often used measure for measuring engagement is the Utrecht Work Engagement Scale. a self-report measure that has been verified in a number of countries throughout the world, including Japan. The study concludes with a discussion of the practical consequences of work engagement for modern organizations. We focus on how organizational tactics like people assessment and evaluation, job (re)design, leadership, and training may be utilized to promote work engagement.

28. **Ray Aldag, UW, Wayne Reschke (1997):** The purpose of this work is to provide a way for answering the question: Can we assess the value that employees bring to the organisation? We know they offer value because they make the organization's job possible. Can we, however, establish that worth beyond the basic exchange of money for labour? Productivity measurements are insufficient for this purpose since they are heavily impacted by systems, technology, processes, and other variables outside the control of the individual person. Employees' "voluntary" or "discretionary" efforts are what we seek. If this can be captured, it will be one measure of employees' contributed value to the organization's work. Furthermore, such a metric would allow organizations to examine the success of human resource and management policies and practices designed to elicit such effort from employees. We are expanding on standard satisfaction metrics in order to assess behaviour that may easily transfer into "value" for the organisation.

29. **William A. Kahn (1990):** This study starts with the premise that people may use different aspects of their identities in job role performances, which has implications for both their work and their experiences. Two qualitative, theory-generating studies were conducted with summer camp counsellors and members of an architecture firm to investigate the workplace settings in which individuals individually engage, express, and use their personal selves, and disengage, withdraw, and protect their personal selves. This article discusses and demonstrates the individual and contextual causes of three psychological conditions: meaningfulness, safety, and availability. These psychological states are related to established theoretical notions, and future research paths are discussed.

3. RESEARCH METHODOLOGY:

The method of collecting information can be referred to as research. It is usually described as a diligent and scientific search for relevant information on a certain topic. Data research is an example of scholarly enquiry. According to the Advance Learner's Wordbook of Current English, research is "a diligent investigation, especially through the search for new facts in any kind of knowledge."

3.1. OBJECTIVES:

1. To know on discretionary work effort and life satisfaction.

2. To study the challenges of employee engagement.

3. To analyses the professional growth with personal factor

4. To analyses the relationship between the discretionary work effort and life satisfaction.

3.2. RESEARCH DESIGN:

This research is descriptive. The purpose of descriptive research is to gather particular and accurate facts about current happenings. A structured questionnaire survey was distributed to 211 teaching faculty from five Chennai Higher Education Institutions.

3.3. SELECTION OF SAMPLES:

A total of 151 people were chosen from five private hospitals in Chengalpattu.

3.3.1. SOURCES OF DATA:

The current study used both primary and secondary data to achieve its objectives.

a. PRIMARY DATA: The data were collected from five Private Higher Education Institutions in Tamil Nadu.

b. SECONDARY DATA: The collection included books, periodicals, journals, newspapers, websites, and other secondary data sources. These types of sources were used in developing scientific instruments (questionnaires) for primary data collection.

3.4. SAMPLING TECHNIQUE:

Total 211 respondents were selected from five Private Higher Education Institutions in Tamil nadu using a statistical technique known as intentional sampling. The researcher also acquired questionnaire data from five private Higher Education Institutions Tamil Nadu. Primary and secondary data were collected for the study. The structured questionnaire was used for this. Secondary data from available sources such as yearly reports and Higher Education Institutions websites in Tamil Nadu was used to acquire general information on the chosen faculty at five private Higher Education Institutions. The final survey is divided into seven components.

3.5. TOOLS USED FOR ANALYSIS:

3.5.1. STATISTICAL ANALYSIS:

To study the relationships between professional growth, personal factors, and Discretionary work effort, correlation coefficients were generated. A number of regression analyses were used to assess the study's assumptions.

Table 1. Personal Factors.

VARIABLES	FREQUENCY	PERCENTAGE
Age		
Below 30yrs	53	25.1
31-35 yrs	50	23.7
36-40 yrs	37	17.5
Above 40	71	33.6
Gender		
Male	88	41.7
Female	123	58.3
Marital Status		

Single	31	14.7
Married	180	85.3
Educational		
Graduation	3	1.4
Post-Graduation	88	41.7
M.Phil.	48	22.7
Ph.D	72	34.1
Designation		
Assistant Professor	155	73.5
Associate Professor	40	19
Professor	16	7.6
Years of Experience		
Below 5yrs	61	28.9
6-10yrs	51	24.2
11-15yrs	36	17.1
Above 15yrs	63	29.9
Total Experience		
Below 5yrs	59	28
6-10yrs	42	19.9
11-15yrs	26	12.3
Above 15yrs	84	39.8
Income (Salary) / PM (in rupees)		
Below 20K	22	10.4
21K-40K	132	62.6
41K-60K	37	17.5
61K-80K	16	7.6
Above 80K	4	1.9

3.5.2. FACTOR ANALYSIS:

Factor Analysis is a private set of actions within the General Linear Model (GLM) that share the same underlying expectations as multiple regressions, such as linear relationships, interim or near-interval data, latent variables, proper specification including pertinent variables and excluding extraneous ones, absence of high multi-collinearity, and multivariate normality. It aids in determining the relevance of study findings. Furthermore, in social science research, factor analysis (FA) is a popular method for condensing and focusing on the most important data. Factor Analysis posits that the underlying dimensions of components may represent complicated occurrences.

FA's central concept is that there are several independent factors (also known as "latent variables") that cause all correlations between dependent variables to drop to zero. In other words, the latent variables, according to The University of Texas at Austin (1995), determine the values

of the dependent variables. Each dependent variable (Y) can be expressed as a weighted composite of a number of latent variables (F), such as:

Y = α1 F1 + α2 F2 + ----------- + αn Fn

Where:

Y = Dependent variable

α = A constant

 F = Independent variable

n = Number of independent variable

In contrast to the common characteristics, the unique factors have no correlation with either group. As linear combinations of the observed variables, the common factors themselves can be represented.

$$F_i = W_{i1}\,X_1 + W_{i2}\,X_2 + W_{i3}\,X_3 + \ldots + W_{ik}\,X_k$$

where

Fi estimate of *i-th* factor.

Wi weight or factor score coefficient.

K number of variables.

3.6.2. HYPOTHESIS:

Hypothesis (H1) – The teaching faculty' working lives with increases Life Satisfaction.

Hypothesis (H2) - The teaching faculty' working lives with increases Work Family Conflict.

Hypothesis (H3) The teaching faculty' working lives with increases Family Work Conflict.

Hypothesis (H4)- The teaching faculty' working lives with increases Employee Engagement.

Hypothesis (H5) - The teaching faculty' working lives with increases Job Satisfaction.

Hypothesis (H6) - The teaching faculty' working lives with increases Family Satisfaction**.**

Table 2:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.531
Bartlett's Test of Sphericity	Approx. Chi-Square	11732.356
	Df	1326
	Sig.	.000

Kasier, Meyer, and Olkin (KMO) sample measure Adequacy is a measure used to determine how appropriate the value distribution is for FA. A score of >0.9 is considered great, >0.8 is praiseworthy, >0.7 is considered decent, >0.6 is considered mediocre, >0.5 is considered dreadful, and 0.5 is considered terrible. FA would be useless in the absence of an identity matrix. The data are multivariate normal and acceptable for FA with a significance level of 0.05 since they DO NOT form an identity matrix.

Table 2- The data gave a value sampling adequacy of 0.531, indicating an average. The Bartlett's test of sphericity measures the multivariate normality of a set of distributions. Furthermore, it tests to verify if the FA's correlation matrix is an identity matrix. FA would be useless in the absence of an identity matrix. Data with a significance level of 0.05, according to

George and Mallery (2003), do not result in an identity matrix, making them multivariate regularly distributed and eligible for FA. For the study's data, a significance value of 0.000 was given, indicating that FA may utilize the information.

Table 3:

Comp	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumu %	Total	% of Variance	Cumu %
1	11.754	22.603	22.603	11.754	22.603	22.603	8.629	16.595	16.595
2	8.075	15.530	38.133	8.075	15.530	38.133	8.373	16.102	32.696
3	3.950	7.596	45.728	3.950	7.596	45.728	3.980	7.653	40.349
4	2.687	5.168	50.896	2.687	5.168	50.896	3.361	6.463	46.812
5	2.096	4.031	54.927	2.096	4.031	54.927	2.335	4.491	51.303
6	1.843	3.543	58.470	1.843	3.543	58.470	2.052	3.945	55.249
7	1.811	3.484	61.954	1.811	3.484	61.954	1.950	3.750	58.998
8	1.654	3.180	65.134	1.654	3.180	65.134	1.896	3.647	62.645
9	1.528	2.939	68.073	1.528	2.939	68.073	1.831	3.521	66.166
10	1.339	2.574	70.647	1.339	2.574	70.647	1.642	3.157	69.323
11	1.274	2.450	73.097	1.274	2.450	73.097	1.491	2.867	72.190
12	1.128	2.168	75.265	1.128	2.168	75.265	1.327	2.551	74.741
13	1.021	1.964	77.229	1.021	1.964	77.229	1.294	2.488	77.229
14	.973	1.872	79.101						
15	.893	1.717	80.818						
16	.850	1.634	82.452						
17	.802	1.541	83.993						
18	.692	1.331	85.324						
19	.639	1.228	86.552						
20	.622	1.196	87.749						
21	.574	1.104	88.853						
22	.519	.997	89.850						
23	.500	.961	90.811						
24	.473	.910	91.721						
25	.430	.828	92.548						
26	.394	.757	93.305						
27	.360	.692	93.998						
28	.327	.629	94.627						
29	.303	.583	95.210						
30	.282	.542	95.752						
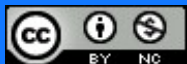
31	.246	.474	96.226									
32	.237	.456	96.682									
33	.222	.427	97.108									
34	.217	.417	97.526									
35	.191	.368	97.893									
36	.160	.309	98.202									
37	.150	.288	98.490									
38	.119	.230	98.719									
39	.106	.204	98.924									
40	.091	.176	99.099									
41	.083	.160	99.259									
42	.077	.148	99.407									
43	.066	.126	99.533									
44	.056	.107	99.640									
45	.050	.096	99.737									
46	.040	.078	99.814									
47	.035	.068	99.882									
48	.022	.043	99.924									
49	.014	.027	99.952									
50	.011	.021	99.972									
51	.009	.018	99.990									
52	.005	.010	100.000									
Extraction Method: Principal Component Analysis.												

Table 3 shows Nine characteristics with an Eigen value of 1 were recovered from the analysis of the initial ten characteristics using Principal Component Analysis (PCA) with varimax rotation. These nine characteristics accounted for 77.220 percent of the total variance. **Table 4** displays the outcome of the FA. From 0.889 to.501, the factor loadings have been distributed. The more traits a test would reflect or quantify, the higher the factor loading. Each set of qualities' titles are determined by which characteristic has the largest loading, such as risk-taking for group I. Additionally, the variables in the current study that have substantial loadings with magnitudes of 0.50 and above have been used to interpret characteristics.

Table 4:

Rotated Component Matrixa													
	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
42. My workplace has an appropriate rewarding system.	.809												
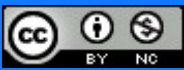
9. I feel that the organization does value its employees enough.	.792													
45. My organization tries to make my job as interesting as possible	.786													
39. My organization strongly considers my goals and values.	.780													
40. I feel secure about my job.	.772													
43. My workplace has an appropriate promotional policy.	.740													
38. My organization really cares about my well-being.	.689													
31. My organization gives opportunity for high earnings.	.676													
29. My organization recognizes good work.	.674													
44. My workplace atmosphere is well developed.	.669													
37. My organization cares about my opinion.	.637													
47. I feel that I have enough support from my employer to manage family stress.	.613													
18. My organization is willing to go above and beyond to help me do my job as efficiently as possible.	.604													
46. I feel good about working in my organization.	.502													

4. I feel the conditions of my life are excellent.													
20. My job demands make it difficult to maintain the relationship with my family members.	.839												
22. My family related strain interfered with job performance.	.837												
24. I do not have time for family activities because it is used up for work.	.832												
19. My work keeps me away from my family activities more than I would like.	.806												
23. My family responsibilities cause significant stress at work.	.803												
16. My job is so demanding which makes me irritable at home.	.786												
27. My family life interferes with my responsibilities at work.	.757												
17. I feel offended if a co-worker rebukes my mistake.	.726												
21. I feel emotionally drained when I get home from work.	.714												
28. My family has a negative impact on my work life.	.711												

26. My family do not support to work in office.	.661													
25. I feel too tired when I get home from work to participate in family activities.	.640													
13. My job has a high risk.	.570													
51. My family members communicate effectively with each other.		.874												
52. My family members respect each other's opinions and viewpoints, even if they differ from their own.		.865												
49. My family communicates and resolves conflicts.		.816												
48. I feel satisfied with my family life.		.749												
50. My family celebrate and enjoy each other's company.		.632												
33. I sense a real connect with my co-workers.			.761											
34. My co-workers value my input.			.712											
36. My supervisor encourages me in participating in important decisions.			.699											
32. I have best friends at work.			.660											

Item	1	2	3	4	5	6	7	8	9	10	11	12
35. My co-worker supports my professional development.			.514									
3. I feel challenged in my current job which helps me grow professionally				.826								
2. I learn and acquire new skills in my organization.				.772								
15. My job has so much work that I must finish.												
8. I feel pleased with the way I am.					.757							
7. I feel optimistic about the future.					.559							
6. I feel satisfied with my life.												
1. My organization provide opportunity to improve my career.						.778						
12. I do more than what is expected of me.							.846					
14. My job has very limited time to rest.							.562					
10. I put in extra effort whenever I find it necessary.								.889				
11. I voluntarily put in extra hours to achieve a result faster.								.511				
41. My job is more secure when I finish my job on time.									.632			
30. My organization gives opportunity for advancement.	.502										.674	
5. I feel life was enjoyable.												.627
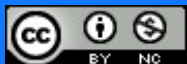
Extraction Method: Principal Component Analysis.

 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 21 iterations.

4. FINDINGS:

1. Discretionary work effort, also known as discretionary effort or extra-role behavior, refers to the additional effort and commitment that employees choose to invest in their work beyond the basic job requirements.
2. Life satisfaction is a subjective measure of well-being and happiness in an individual's life.
3. Employee engagement is a multidimensional phrase that relates to an employee's emotional commitment and excitement for their work and organization.
4. Engaged individuals are more inclined to put in extra effort at work, resulting in better job performance and overall organizational success.
5. Studies may find a positive correlation between discretionary work effort and employee engagement among teaching faculty.
6. Discretionary work effort may positively impact job satisfaction among teaching faculty. When faculty members feel that their extra efforts are recognized and appreciated, it can contribute to their overall job satisfaction.
7. Research may reveal that the ability to balance work and personal life, as well as life satisfaction, can impact discretionary effort and employee engagement. Faculty members who perceive a better work-life balance and are generally satisfied with their personal lives may be more likely to invest discretionary effort.
8. The extent to which an educational institution supports and encourages discretionary work effort can also affect employee engagement. Supportive organizational policies, recognition, and professional development opportunities can promote engagement.
9. The level of job demands in academia can impact discretionary effort and, in turn, employee engagement. High workloads, administrative responsibilities, and external pressures can potentially influence faculty members' willingness to invest discretionary effort.

5. SUGGESTION

1. Institutions should acknowledge and reward the discretionary work efforts of teaching faculty. This recognition can come in the form of awards, promotions, or simple expressions of appreciation. When faculty feel valued for their extra efforts, they are more likely to remain engaged.
2. Provide opportunities for faculty to engage in continuous learning and professional development. Encourage faculty to attend workshops, conferences, and training programs to enhance their skills. This can contribute to their growth and job satisfaction.

3. Promote a healthy work-life balance by offering flexible working hours, telecommuting options, and family-friendly policies. A balanced personal life can positively impact life satisfaction and, subsequently, engagement in the workplace.

4. Establish mentoring programs and support networks for teaching faculty. Peer support and mentorship can help faculty members navigate challenges and enhance their sense of belonging within the institution.

5. Involve teaching faculty in decision-making processes related to curriculum development, policy changes, and other academic matters. When faculty feel their opinions are valued and considered, it can increase their engagement.

6. Provide regular feedback to teaching faculty about their performance and contributions. Constructive feedback can help them understand their impact on students and the institution, which can boost their engagement.

6. LIMITATION:

Life satisfaction is a subjective measure, and it may vary greatly from one individual to another. What brings satisfaction to one faculty member might not be the same for another. Therefore, it can be challenging to develop a one-size-fits-all approach. While encouraging discretionary effort is important, there is a risk of overburdening faculty members, leading to burnout. Institutions need to strike a balance to avoid overwhelming their staff. The institution's culture can significantly affect the success of engagement strategies. If there is a lack of support for these initiatives at the institutional level, it may limit their effectiveness. External factors, such as economic conditions, legislative changes, and social dynamics, can impact faculty engagement. These factors are often beyond the control of the institution. Measuring the impact of discretionary work effort and life satisfaction on employee engagement can be complex. Due to the presence of confounding variables, it may be difficult to establish a straight cause-and-effect link. Faculty members may be resistant to change at academic institutions, especially if they view the change to be disruptive or in opposition with established practices. Some engagement strategies may work well in the short term but may not be sustainable in the long run. It's important to design initiatives that can be maintained over time.

7. CONCLUSION:

The interplay between discretionary work effort, life satisfaction, and employee engagement is a dynamic and evolving field within academia. Institutions should recognize the importance of fostering a positive work environment and supporting their teaching faculty to achieve a healthy work-life balance. By doing so, they can improve faculty engagement, enhance the overall quality of education, and promote the well-being of the individuals who play a vital role in shaping the future of the education system.

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