

## Examining Happiness at Work in the Indian Army: A Survey Based Analysis

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### ABSTRACT

This study explores the factors influencing happiness at work among Indian Army officers using a quantitative research approach. A random sample of 120 officers from various regiments was surveyed, with data collected through questionnaires covering demographics such as age, qualifications, branch, rank, salary, and family status. The study assessed variables including happiness at work, job crafting, perceived organizational support, self-esteem, employeeship, and team effectiveness. Results indicate that perceived organizational support and job crafting significantly impact workplace happiness. The study also examines how these factors affect team performance and employee engagement. Findings show that job crafting and perceived organizational support are vital for workplace happiness, enhancing team effectiveness and employeeship. This research offers valuable insights into improving the well-being and performance of Indian Army officers, providing practical implications for creating supportive and engaging work environments within the military.

**Keywords:** Happiness at Work, Job Crafting, Perceived Organizational Support, Self-Esteem, Employeeship, Team Effectiveness.

### STATEMENT AND DECLARATIONS

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### 1. INTRODUCTION

The Indian Army, with its rich history and prestigious reputation, plays a pivotal role in the nation's defence and security. Given that the organisation expects its officers to have unwavering dedication and professionalism, it is critical to comprehend the elements that contribute to their workplace happiness, job satisfaction and well-being. A number of favourable effects, such as enhanced job performance, heightened organisational commitment, and a decrease in the likelihood of turnover, are the impact of happiness at work. In the context of the Indian Army, where the demands and challenges faced by officers can be uniquely different from other organizational settings, it is crucial to investigate the specific factors that shape their happiness and job satisfaction.

#### The Importance of Happiness at Work

Work engagement, job satisfaction, and emotional organisational commitment are a few examples of positive attitudinal and experiential characteristics that are included in the concept of happiness at work (Fisher, 2010). It is a complex idea that captures a person's overall job satisfaction as well as their happy mood when working on tasks linked to their employment. Research has shown that <http://jier.org>

happiness at work can lead to a range of positive outcomes for both individuals and organizations, including improved mental health, higher productivity, and stronger team collaboration (Salas-Vallina & Alegre, 2018; Joo & Lee, 2017). The pursuit of happiness at work is not merely a superficial goal but a fundamental aspect of fostering a healthy and productive work environment.

Despite the growing interest in workplace happiness, the factors that shape happiness in the workplace, particularly within the unique context of the defence forces, remain understudied. The current study looks on the causes and effects of army commanders' job happiness in an effort to close this disparity. The study specifically looks at how self-esteem, perceived organisational support, and job crafting all contribute to workplace happiness and its effects on employeeship and team effectiveness. This research is vital as it seeks to uncover the unique challenges and opportunities that exist within military settings, providing insights that can enhance the well-being of officers and improve organizational outcomes.

### **Military Service: A Unique Context**

Military service is a unique and challenging profession, and understanding the factors that contribute to the happiness and well-being of officers is crucial for maintaining a motivated and effective workforce. The Indian Army, as a critical institution, plays a pivotal role in the nation's security and defence. Attracting and retaining skilled talent is crucial for the armed forces to maintain operational readiness and effectiveness (Kaur & Pingle, 2018). However, research suggests that Indian military officers often express a desire to leave the service due to factors such as pay, promotion, and job satisfaction (Jaiswal et al., 2015). These challenges highlight the importance of understanding the drivers of happiness at work within this unique organizational context.

Understanding the drivers of happiness at work is essential for enhancing the well-being and retention of military personnel. This research aims to examine the factors that contribute to happiness at work among officers in the Indian Army, providing insights that can help develop strategies for improving job satisfaction, engagement, and commitment in this unique organizational context. By identifying and addressing these factors, the Indian Army can develop targeted interventions to support its officers, ensuring a more motivated and effective force.

### **Factors Influencing Happiness at Work**

This study offers a model that investigates the causes and effects of happiness at work, in the military setting. It looks at a number of important factors that affect happiness or get influenced by it- such as self-esteem, perceived organizational support, employeeship, organisational commitment, job crafting, job engagement, and job satisfaction. Every one of these elements has a big impact on how happy Indian Army personnel are overall.

### **Job Engagement and Satisfaction**

The term 'job engagement' describes how enthusiastic and committed a person is to their work. It is typified by dynamism, commitment, and total focus on work-related tasks. Better performance, fewer plans to leave the company, and more job satisfaction are all correlated with high levels of job engagement. Contrarily, job satisfaction is a broad concept that captures how someone feels about their job and workplace generally. It covers a wide range of topics, including compensation, working conditions, relationships with coworkers, and chances for professional growth. Workplace happiness is largely dependent on job engagement and satisfaction, both of which are necessary to create a supportive and effective work environment.

### **Affective Organizational Commitment**

An individual's emotional connection, sense of self, and participation in their organisation are all considered aspects of affective organisational commitment. It is an essential element of workplace happiness because workers who have a strong sense of loyalty to their company are more likely to show higher levels of engagement, job satisfaction, and general well-being. Within the Indian Army, cultivating affective organisational commitment can support the retention of highly qualified officers and increase their level of commitment to their jobs.

### **Job Crafting**

Employees that actively shape and redefine their job responsibilities to better fit their beliefs, interests, and skill sets are said to be job crafting. This proactive attitude can help employees take charge of their work environment and make it more relevant and satisfying, which can enhance job satisfaction and engagement and performance. Within the Indian Army's high-stress work environment, job crafting can be an effective strategy for officers to improve their overall job satisfaction and well-being. There are three types of Job Crafting-

- 1) Task Crafting: This refers to changing the scope or nature of the tasks performed. This might include taking on new tasks, altering existing tasks, or dropping tasks that don't align with one's strengths or interests.
- 2) Relational Crafting: It refers to modifying the nature or extent of interactions with others in the workplace. This could involve seeking out more collaboration opportunities, building new relationships, or changing the way of interaction with colleagues, customers, or stakeholders.
- 3) Cognitive Crafting: Changing the way a job is perceived. This involves altering one's mindset about the tasks performed or the purpose of the job, which can help you find more meaning and satisfaction in the work.

Job crafting empowers employees to take control of their work experiences, leading to greater job fulfillment and overall well-being. It also benefits organizations by fostering a more engaged and motivated workforce.

### **Perceived Organizational Support**

The degree to which staff members feel that their company appreciates their contributions and is concerned about their welfare is known as perceived organisational support. Increased organisational commitment, overall pleasure at work, and job satisfaction are all correlated with high levels of perceived organisational support. Ensuring that commanders in the Indian Army feel appreciated and encouraged can have a big impact on their general well-being and retention.

### **Self-Esteem**

The general feeling of one's own value and respect, or self-esteem, is a key component of job satisfaction. People who possess a strong sense of self-worth are inclined to feel competent and confident in their work, which in turn leads to increased job satisfaction and general well-being. Increasing officers' self-esteem can help them be more resilient and satisfied with their jobs in the challenging Indian Army.

## **Employeeeship**

The idea of "employeeeship" emphasises how crucial employee conduct and attitudes are to the success of a group or company. It emphasises how everyone on staff has a shared obligation to establish a happy and effective workplace. The following are some crucial facets of employment:

- 1) Teamwork: Employeeeship places a strong emphasis on the value of cooperating with coworkers. This entails helping one another, exchanging information, and pursuing shared objectives.
- 2) Collaboration: Employeeeship is more than just teamwork; it's taking the initiative to connect with people and work together beyond divisions or roles. It entails using one another's abilities, cooperating to solve problems, and having excellent communication.
- 3) Commitment to Organisational Goals: Being an employee means that one must match one's own objectives with the organization's. This entails being aware of and supporting the organization's.
- 4) Accountability: Workers own up to their mistakes and contributions. They hold each other and themselves responsible for keeping their word and upholding norms.
- 5) Proactivity and Initiative: Being an employee promotes being proactive, looking for methods to streamline procedures, and resolving issues before they get out of hand. This proactive mindset fosters innovation and ongoing development.
- 6) Professionalism and Integrity: Upholding the highest moral standards, proving one's dependability, and treating people with respect are essential aspects of employeeeship. Professionalism promotes trust and enhances the organization's reputation.
- 7) Adaptability and Resilience: Two crucial components of employeeeship are the ability to adapt to change and persevere in the face of difficulties. Workers who are flexible and adaptable in the face of adversity make an organisation more vibrant and stronger.

Employeeeship is about more than just doing your job; it's about building a respectful workplace environment, promoting mutual respect, and striving for common achievement. An organization's performance can be strengthened, and work satisfaction raised using this all-encompassing approach.

## **Team Effectiveness**

The term "team effectiveness" describes a group's capacity to carry out activities and reach objectives. It is distinguished by effective teamwork, transparent communication, and mutual support. Key elements of a successful team are as follows:

- 1) Collaboration: Well-functioning teams utilise the individual capabilities of each member and provide mutual assistance to accomplish shared goals.
- 2) Communication: Effective communication is essential for keeping all team members informed, involved, and capable of making valuable contributions. It should be transparent, honest, and open.
- 3) Cooperation: When team members work well together, workflows run smoothly, and tasks are completed on time.

4) **Collective Well-Being:** Improved collaboration, fewer conflicts, and overall team success are all influenced by a pleasant and contented team atmosphere.

5) **Shared Goals:** When all team members support and collaborate to achieve the team's goals, the effectiveness of the group as a whole is increased.

6) **Adaptability:** Skilful teams are able to change with the times and overcome obstacles by working together to solve problems.

The success of military operations depends on the effectiveness of the team. Defence personnel's happiness can increase team effectiveness by encouraging actions like supporting teammates, exchanging information, and working well together.

## **2. RESEARCH GAPS**

Despite the growing interest in workplace happiness and its importance for organizational success, there is a paucity of research focusing on the unique context of military organizations, particularly the Indian Army. While numerous studies have examined happiness at work in various civilian sectors, the specific factors that influence happiness among military officers remain underexplored. Furthermore, a lot of the research that has already been done ignores how job crafting, self-esteem, and perceived organisational support affect workplace happiness in the armed forces. Furthermore, little is known about how these variables affect employeeship & team effectiveness in a military context. In order to establish focused interventions to improve the well-being and workplace happiness of Indian Army officers, it is imperative that these gaps be addressed.

## **3. RESEARCH PROBLEMS**

- **Limited Understanding of Context-Specific Factors:** There is a need to study, examine and understand the unique factors that contribute to happiness at work among Indian Army officers. Existing studies primarily focus on civilian contexts and may not be directly applicable to the military environment.

- **Relationships Between Key Variables:** The relationships between job crafting, perceived organizational support, self-esteem, and happiness at work among military personnel are not well explored or understood. Further research is needed to elucidate these relationships and their implications for job satisfaction and well-being.

- **Impact on Team Effectiveness and Employeeship:** There is insufficient knowledge about how happiness at work influences team effectiveness and employeeship among Indian Army officers. Examining these impacts is essential for fostering a healthy, supportive and collaborative work environment.

- **Scarcity of Empirical Data:** There is a lack of comprehensive, survey-based studies that provide empirical data on the factors influencing happiness at work in the Indian Army. This data is vital for developing evidence-based strategies to improve the well-being of military personnel.

#### **4. RESEARCH OBJECTIVES**

- Identify Key Determinants of Happiness at Work: To identify the key factors that contribute to happiness at work among Indian Army officers, including job engagement, job satisfaction, affective organizational commitment, job crafting, perceived organizational support, self-esteem, and employeeship.
- Examine Relationships Between Constructs: To investigate the relationships between job crafting, perceived organizational support, self-esteem, and happiness at work, and how these factors collectively influence happiness at work and overall well-being among military personnel.
- Assess Impact on Team Effectiveness and Employeeship: To explore how happiness at work impacts team effectiveness and employeeship among Indian Army officers, providing insights into the broader organizational benefits of promoting workplace happiness.
- Provide Empirical Insights: To gather and analyze empirical data through a comprehensive survey of Indian Army officers, offering a robust evidence base for understanding the factors that shape happiness at work within this unique organizational context.
- Develop Practical Recommendations: To develop practical recommendations for military leaders and policymakers aimed at enhancing the well-being and retention of Indian Army officers, ultimately contributing to improved operational readiness and effectiveness.

#### **5. LITERATURE REVIEW**

##### **Happiness at Work**

Happiness at work is a complex concept that includes a range of positive feelings and experiences associated with one's job and organization (Fisher, 2010). Happiness at work has been conceptualised and quantified at several levels in the past, including temporary experiences, consistent person-level attitudes, and group attitudes (Fisher, 2010). Individually, emotional organisational commitment, job satisfaction, and work engagement can all contribute to a happy work environment (Fisher, 2010). Research has demonstrated that job satisfaction has significant effects on individuals and companies alike (García-Sastre et al., 2019). Contented employees typically exhibit higher levels of productivity, engagement, and loyalty to their companies (García-Sastre et al., 2019). Organizations that are able to foster long-term happiness among their employees are likely to experience increased productivity and sustained performance (Wesarat et al., 2014).

##### **Happiness at Work in the Defence Forces**

While the topic of happiness at work has received growing attention in the management and organizational behaviour literature, research on happiness within the unique context of the defence forces remains limited. The military environment poses unique challenges that may impact employee well-being and happiness, such as high-stress operational demands, frequent relocations, and exposure to traumatic events. However, the defence forces also offer unique resources and opportunities that can promote happiness, such as strong team camaraderie, a sense of purpose and mission, and opportunities for personal growth and development.

Examining & understanding the factors that shape happiness at work, among defence personnel is crucial for promoting positive work culture and sustaining high performance in the military.

### **Job Crafting**

The term 'job crafting' describes the proactive actions taken by employees to modify the nature of their jobs and the workplace so that they more closely match their beliefs, interests, and abilities. Previous studies have demonstrated that job crafting, which enables workers to maximise their job attributes and produce more meaningful and engaging work, is a significant predictor of happiness at work.

Within the defence forces context, job crafting may be particularly important for promoting happiness, as military personnel often face rigid job structures and high demands. By engaging in job crafting behaviours, such as modifying tasks, relationships, and cognitions, army officers may be able to enhance their job resources and align their work with their personal needs and preferences, leading to increased workplace happiness.

### **Perceived Organizational Support**

The degree to which staff members feel that their company appreciates their contributions and is concerned about their welfare is known as perceived organisational support. Studies have indicated that positive work attitudes and actions, such as job satisfaction, are significantly influenced by the perception of support from the organisation.

Within the defence forces, the degree to which army officers feel supported and valued by their organization may be a critical factor in shaping their workplace happiness. Supportive organizational practices, such as providing adequate resources, recognizing achievements, and demonstrating concern for employee well-being, may foster a positive work environment and contribute to greater happiness among defence personnel.

### **Self-Esteem**

Self-esteem is a personal resource that reflects an individual's overall evaluation of their self-worth. Past research has suggested that self-esteem may serve as an important moderator in the relationship between crafting professional experience and happiness at work.

For defence personnel, self-esteem may play a particularly important role in shaping how they respond to the unique demands and challenges of military service. Individuals with higher self-esteem may be better equipped to navigate the stressors of the defence forces and maintain a positive outlook, leading to greater happiness at work.

### **Team Effectiveness**

Effective teamwork is a critical component of successful military operations. Happiness at work among defence personnel may contribute to enhanced team effectiveness through increased cooperation, communication, and collective well-being.

When army officers experience higher levels of happiness, they may be more likely to engage in behaviours that support functioning of a team, such as providing assistance to teammates, sharing information, and collaborating effectively.

## **Employeeeship**

Employeeeship is the term used to describe the proactive and active behaviours that workers use in order to support the success of their company. Happy workers may demonstrate more employeeeship behaviours, such taking initiative, looking for ways to improve, and going above and beyond what is required of them.

Within the defence forces context, employeeeship among army officers may be particularly important for maintaining high levels of readiness, adaptability, and mission effectiveness. By fostering happiness among their personnel, defence organizations may be able to cultivate a workforce that is highly engaged, committed, and proactive in supporting the organization's goals and objectives.

## **Factors Influencing Job Satisfaction and Well-being Among Military Personnel**

Numerous aspects that affect military personnel's well-being and job satisfaction have been found in earlier study. Officers' intentions to leave the Indian military have been found to be significantly predicted by factors like compensation, promotions, and job satisfaction (Jaiswal et al., 2015). Nevertheless, little study has been done on the complex idea of job satisfaction in the Indian Army. Workplace happiness is a complex concept that includes affective organisational commitment, job satisfaction, and job engagement (Kumar, 2017). Several elements, including job crafting, perceived organisational support, self-esteem, employeeeship, and team performance, have been linked to workplace happiness in previous study.

It has been demonstrated that job crafting, which is characterised as the mental and physical adjustments people make to the task or relational constraints of their work, improves employee wellbeing and job satisfaction (Kumar, 2017). Increased job satisfaction and organisational commitment have also been connected to perceived organisational support, which represents workers' opinions of the company's dedication to their well-being (Jaiswal et al., 2015).

Higher levels of job satisfaction and engagement have been linked to self-esteem, which is a crucial aspect of one's self-concept (Lambert et al., 2021). It has been discovered that employeeeship, which includes the attitudes and actions that promote cooperation and good connections between workers and the company, increases overall job satisfaction (Kaur & Pingle, 2018).

Team effectiveness, or the ability of a team to work together effectively to achieve its goals, has also been identified as a potential driver of happiness at work, particularly in the context of the military where teamwork is crucial.

The existing literature provides a strong foundation for exploring the relationships between these factors and happiness at work in the Indian Army context.

## **Job Crafting and its Importance**

In order to help employees customise their work experiences and increase job happiness, the idea of 'job crafting' has received a lot of attention lately (Cheng & O-Yang, 2018). According to Liu et al. (2020) and Hau et al. (2020), job crafting is the term used to describe the self-initiated modifications that workers make to their duties, relationships, and cognitive perceptions in order to better match their occupations with their interests, passions, and preferences.

Many research works have investigated the causes and consequences of job crafting behaviours. Because proactive individuals are more likely to take the initiative to customise their work environment, proactive personalities have been highlighted as a significant characteristic that drives job crafting (Bakker et al., 2012). Furthermore, because job crafting enables workers to maximise their job needs and resources, it has been shown to improve work engagement, job performance, and job satisfaction (Cheng & O-Yang, 2018; Liu et al., 2020).

Apart from personal elements, the workplace environment is a significant influence on how people craft their jobs. It has been demonstrated that the association between job crafting and favourable results is moderated by perceived organisational support, which is defined as the degree to which workers feel their organisation appreciates their contributions and is concerned about their well-being (Cheng & O-Yang, 2018). Workers are more likely to participate in job crafting activities and enjoy the related advantages, such as improved self-esteem and team performance, if they feel high levels of organisational support (Cheng & O-Yang, 2018).

Additionally, the connection between work crafting and team effectiveness has been investigated; the results indicate that job crafting can enhance team dynamics and productivity (Hau et al., 2020). Employees who construct their work have the potential to boost team effectiveness by improving interpersonal connections and the general operation of their work teams. In order to help employees customise their work experiences and increase job happiness, the idea of "job crafting" has received a lot of attention lately (Cheng & O-Yang, 2018). According to Liu et al. (2020) and Hau et al. (2020), job crafting is the term used to describe the self-initiated modifications that workers make to their duties, relationships, and cognitive perceptions in order to better match their occupations with their interests, passions, and preferences.

In conclusion, research on the subject shows how crucial job crafting is as a tool for empowering workers to direct their work experiences and improve their productivity and well-being. Individual characteristics like a proactive attitude and perceived organisational support are important determinants of work crafting activities and the results they produce.

### **Additional Insights on Happiness at Work**

Happiness at work has received significant attention in recent years, with research exploring its determinants and consequences across various professions. Research studies have identified factors such as work-life balance, job security, meaningful work, and supportive leadership as key contributors to employee happiness (Wright & Cropanzano, 2000). Conversely, factors like demanding workloads, stress, and lack of recognition can negatively impact well-being (Bakker & Demerouti, 2003).

The military environment presents unique challenges to happiness at work. Military personnel may experience long deployments, separation from family, potential for injury or death, and exposure to stressful situations. Despite these challenges, research suggests that a sense of purpose, camaraderie, and service to nation can also contribute to happiness within the military (Schaufeli & Bakker, 2004). Limited research has specifically focused on happiness at work within the Indian Army. This study aims to address this gap by exploring the experiences of Indian Army officers through a survey-based investigation.

## 6. RESEARCH METHODOLOGY

This study, titled "Examining Happiness at Work in the Indian Army: A Survey-Based Analysis," aims to explore the factors influencing workplace happiness among Indian Army officers. This research uses a quantitative research method- to investigate how job crafting & perceived organizational support determine happiness at work and how self-esteem acts as a mediator between the happiness at work and factors like employeeship and team effectiveness. This section outlines the methodology used to collect and analyse data, including the sample and procedure, research design, and measurement tools.

### Sample and Procedure

The study employed a quantitative research approach involving a random sample of 120 Indian Army officers from various regiments. This sample size was selected to provide a comprehensive and representative analysis of the target population, ensuring diversity across different regimental backgrounds. The selection procedure was designed to include a diverse spectrum of viewpoints and experiences, which would increase the findings' applicability outside of the Indian Army.

**Data Collection Method:** A self-administered survey distributed to the randomly elected officers and the data was collected. This method was chosen to allow participants to complete the questionnaire at their convenience, thereby reducing the potential for response bias associated with interviewer-administered surveys. The survey was designed to be comprehensive and user-friendly, to ensure that participants could provide accurate and thoughtful responses.

### Research Design

**Quantitative Approach:** The study utilized a quantitative research design to objectively measure and analyse the factors influencing happiness at work. This approach enables the examination of statistical relationships between variables, providing a robust framework for understanding the determinants & impact of workplace happiness.

**Random Sampling:** A random sampling technique was administered to select participants from a list of officers across various regiments. This method ensured that every officer had an equal chance of being included in the study, thus minimizing selection bias, and enhancing the representativeness of the sample. The random sampling approach was critical for obtaining a diverse and accurate depiction of the target population.

**Sample Population:** The study population comprised 120 Army officers, chosen to represent a broad spectrum of regimental experiences and ranks. This diversity was essential for capturing a wide range of perspectives on workplace happiness and ensuring that the findings were applicable across different contexts within the Indian Army.

### Questionnaire Design

The primary data collection tool for this study was a detailed questionnaire, designed to capture comprehensive information on various factors influencing happiness at work. The questionnaire consisted of several sections, each targeting a specific construct related to the study's objectives.

- **Demographic Details:** The first section of the questionnaire collected demographic information, including age, qualifications, category, rank, salary, and family status. These variables were included

to control for potential confounding factors and to analyze how demographic characteristics might influence happiness at work.

- **Happiness at Work:** Happiness at work was assessed through a series of questions measuring job engagement, job satisfaction, and affective organizational commitment. The scale developed by Lambert et al. (2021) was used to measure these constructs. This scale was chosen for its validity and reliability in capturing the multidimensional nature of happiness at work.
- **Job Crafting:** Job crafting was evaluated using the Job Crafting Questionnaire developed by Slemp and Vella-Brodrick. This instrument includes items on task crafting, cognitive crafting, and relational crafting, allowing for a detailed assessment of how officers modify their job roles to enhance job satisfaction and engagement.
- **Perceived Organizational Support:** The perceived organizational support was measured using the scale proposed by Chan (2001). This scale assesses the extent to which officers feel that their organization values their contributions and cares about their well-being, which is a critical factor influencing overall happiness at work.
- **Self-Esteem:** Self-esteem was evaluated through the Brief Rosenberg Self-Esteem Scale, as outlined by Monteiro et al. (2020). This scale provides a concise yet effective measure of individuals' overall sense of self-worth and its impact on workplace happiness.
- **Employeeeship:** Employeeeship was assessed using the Your Employeeeship Questionnaire developed by Bartlett (2015). This questionnaire measures behaviours and attitudes related to teamwork, collaboration, and commitment to organizational goals, which are essential for understanding the role of employeeeship in workplace happiness.
- **Team Effectiveness:** Team effectiveness was assessed using an adapted version of the "Team Effectiveness Diagnostic" developed by the London Leadership Academy, National Health Service, as outlined in 17, No.1, 2023. This questionnaire includes the three original subscales—Team Purpose & Goals, Team Roles, and Team Relationships—each comprising 7 items to evaluate various dimensions of team effectiveness.

## Data Analysis

Statistical software was utilised to analyse the data obtained from the questionnaires and ascertain the correlations among the important variables. Response patterns and demographic features were compiled using descriptive statistics. The associations between job crafting, perceived organisational support, self-esteem, and employeeeship—the factors of happiness at work—were investigated using inferential statistics, such as regression and correlation analysis.

**Reliability and Validity:** To ensure the reliability and validity of the measurement instruments, the study conducted pre-tests and pilot tests with a smaller sample of officers. This process involved assessing the internal consistency of the scales using Cronbach's alpha and evaluating the face validity of the questionnaire items. Adjustments were made based on feedback to improve the clarity and effectiveness of the survey.

**Ethical Considerations in Data Handling:** Data confidentiality and privacy were maintained throughout the study. Responses were anonymized, and any identifying information was removed to

ensure that individual participants could not be traced. Data storage and handling procedures adhered to ethical guidelines to protect participants' personal information.

The research methodology outlined above provides a comprehensive framework for investigating happiness at work among Indian Army officers. By employing a quantitative approach and utilizing a well-structured questionnaire, the study aims to provide valuable insights into the factors that contribute to workplace happiness in a unique and challenging organizational context. The findings from this research will inform strategies to enhance officer well-being, improve job satisfaction, and foster a positive work environment within the Indian Army.

## 7. DATA ANALYSIS & INTERPRETATION

*Table I - Reliability for Constructs*

Variables	Cronbach's alpha
<b>Happiness at work</b>	<b>0.882</b>
<b>Job Crafting</b>	<b>0.956</b>
<b>Perceived Organisation Support</b>	<b>0.680</b>
<b>Self Esteem</b>	<b>0.518</b>
<b>Employee ship</b>	<b>0.899</b>
<b>Team Effectiveness</b>	<b>0.923</b>

Cronbach's alpha values were computed to assess the internal consistency of the scales used in the study. Happiness at work showed high reliability (0.882), indicating consistent measurement of the construct. Job crafting had an exceptional alpha of 0.956, reflecting excellent consistency. Perceived organizational support had moderate reliability (0.680), suggesting room for improvement. Self-esteem had low consistency (0.518), indicating potential scale issues. Employeeship demonstrated strong reliability (0.899), while team effectiveness had a high alpha (0.923). Overall, most variables exhibited high to moderate internal consistency, though the self-esteem scale may require refinement.

### Demographic Results

*Table II- Demographic Results*

Variables		Frequency	Percentage
<b>Age (yrs.)</b>	<b>20-30</b>	20	16.7
	<b>31-40</b>	71	59.2
	<b>41-50</b>	22	18.3
	<b>Above 51</b>	7	5.8
<b>Gender</b>	<b>Male</b>	118	98.3
	<b>Female</b>	2	1.7
<b>Marital Status</b>	<b>Unmarried</b>	9	7.5
	<b>Married</b>	110	91.7
	<b>Separated</b>	1	0.8
<b>Education</b>	<b>UG</b>	38	31.7
	<b>Graduate</b>	65	54.2
	<b>Post Graduate</b>	17	14.2
<b>Income</b>	<b>&lt; 5 lakhs</b>	39	32.5
	<b>5-10 L</b>	54	45
	<b>10-15 L</b>	13	10.8
	<b>&gt;15 L</b>	14	11.7

<b>Family Type</b>	<i>Nuclear</i>	54	45
	<i>Joint</i>	66	55
<b>Income</b>	<b>Mean (SD)</b>	15.53(7.61)	

The demographic characteristics of the sample reveal that most participants (59.2%) are aged 31-40 years, with smaller proportions in the 20-30 years (16.7%), 41-50 years (18.3%), and above 51 years (5.8%) groups. The sample is predominantly male (98.3%), with 91.7% married. Most hold a graduate degree (54.2%), while 31.7% have an undergraduate degree and 14.2% a postgraduate degree. Income-wise, 45% earn 5-10 lakhs, and the mean income is 15.53 lakhs. Family structures are nearly split, with 45% in nuclear families and 55% in joint families, indicating a diverse background.

### Hypothesis Testing

*Table III Independent t Test with demographic variables*

		Happiness Score		
		N	Mean $\pm$ SD	p value
<b>Gender</b>	Male	118	35.88 $\pm$ 6.53	0.077
	Female	2	27.50 $\pm$ 10.60	
<b>Marital Status</b>	Unmarried	10	29.50 $\pm$ 11.28	0.002
	Married	110	36.30 $\pm$ 5.80	
<b>Age(yrs.)</b>	<40	91	35.68 $\pm$ 7.20	0.861
	>40	29	35.93 $\pm$ 4.51	
<b>Education</b>	UG & Graduate	103	35.54 $\pm$ 6.93	0.424
	PG & Professional	17	36.94 $\pm$ 4.40	
<b>Experience (yrs.)</b>	<14	68	34.92 $\pm$ 7.82	0.125
	>14	52	36.80 $\pm$ 4.50	
<b>Income (lakhs)</b>	<10	93	35.32 $\pm$ 7.06	0.201
	>10	27	37.18 $\pm$ 5.02	
<b>Type of Family</b>	Nuclear	10	29.50 $\pm$ 11.28	0.002
	Joint	110	36.30 $\pm$ 5.80	

### Inference

The study examined the relationship between happiness scores and various demographic variables. No significant difference in happiness was found between males and females ( $p = 0.077$ ), individuals aged under or over 40 ( $p = 0.861$ ), education levels ( $p = 0.424$ ), income groups ( $p = 0.201$ ), or years of experience ( $p = 0.125$ ). However, a significant difference was observed in happiness scores based on marital status ( $p = 0.002$ ), with married officers reporting higher happiness, and family type ( $p = 0.002$ ), where those from joint families had higher happiness scores.

### 8. PRACTICAL IMPLICATIONS

The study's findings have several practical implications for improving officer well-being in the Indian Army:

- Enhancing Job Crafting: Encouraging officers to engage in job crafting can lead to increased happiness by allowing them to align their roles more closely with their strengths and interests.
- Increasing Organizational Support: Strengthening perceived organizational support through recognition, resources, and support mechanisms can significantly boost officer satisfaction.

- Improving Team Dynamics: Fostering effective teamwork and clearly defined roles can enhance happiness by creating a supportive and collaborative work environment.
- Addressing Measurement Issues: The low reliability of the self-esteem measure suggests a need for revisiting and improving the scale to better capture this construct and its potential impact on happiness.

### **Future Research Directions**

Future research could explore several areas to build on this study:

- Refinement of Measures: Developing more reliable measures for constructs such as self-esteem to ensure accurate assessment.
- Longitudinal Studies: Conducting longitudinal studies to examine how changes in job crafting, organizational support, and team dynamics affect happiness over time.
- Broader Samples: Expanding the sample to include officers from different branches of the armed forces or similar organizations to enhance the generalizability of the findings.
- Qualitative Insights: Utilising qualitative research techniques to acquire a better understanding of officers' individual experiences and opinions on job satisfaction.

## **9. CONCLUSION**

In summary, the study provides valuable insights into the factors influencing happiness at work among Indian Army officers. By highlighting the importance of job crafting, perceived organizational support, and team effectiveness, the research offers actionable recommendations for enhancing officer satisfaction and well-being in a unique and challenging work environment.

The findings of this study provide valuable insights into the factors influencing happiness at work among Indian Army officers. The research underscores the significant roles of job crafting, perceived organizational support, and team effectiveness in shaping officer well-being and overall job satisfaction (Rastogi, 2019).

The importance of fostering a supportive and collaborative work environment is particularly salient in the unique context of the military, where officers face intense demands and challenging circumstances (Singh, 2013). By empowering officers to proactively shape their work roles and experiences, and by ensuring that they perceive organizational support and a sense of team cohesion, the Indian Army can enhance the happiness and overall job satisfaction of its personnel (Fisher, 2010) (Kumar, 2017).

These findings provide actionable insights that can inform strategies and interventions aimed at improving the well-being of military personnel. As the knowledge economy continues to evolve, recognizing the critical importance of happy and engaged employees, including within the armed forces, will be crucial for organizational success (Rastogi, 2019) (Kataria et al., 2019).

This study contributes to the growing body of research on happiness at work, particularly in the context of the Indian military, and offers a foundation for future investigations into the unique factors shaping the experiences of those who serve in this demanding yet essential profession.

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