

# To Explore the Role of PERMA-Model of Well-Being in Job Hunt of Management Students in Delhi-NCR Region

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**Abstract:** The current study seeks to investigate the role of the PERMA model in the job hunt & well-being of management students in the Delhi NCR region. Studies have found that the characteristics of job seekers have a significant impact on employee well-being. Many studies have also found that job demands such as work pressure can lead to sleep disturbances, poor health, and exhaustion. The PERMA Profiler and the Assertive Job-Hunting Survey were used to collect data from the samples. The PERMA Profiler assesses adults' general well-being by evaluating positive emotions, relationships, meanings, and accomplishment. The Assertive Job-Hunting Survey is used to assess a person's assertiveness when hunting for a job. Data was collected from N = 198 MBA students in Delhi NCR aged 22-25 years, both males and females. The data was analyzed using IBM-SPSS, Version 28. Descriptive and inferential statistics were used to interpret the data. The study discovered a significant positive relationship between well-being and job-hunting assertiveness. Females were found to be more assertive in their job-hunting than males.

**Key Words:** Delhi NCR, Job Hunt, MBA students, PERMA model, Well-being.

## Introduction

### Well-Being

The definition of well-being encompasses the ability to feel good and act normally, which includes having good mental health, a sense of purpose, a high level of self-satisfaction, and the capacity to manage stress. In addition, it encompasses a lot of good things like being healthy, socially engaged, having a purpose, and feeling pleased. In general, our ideas, feelings, and actions, over which we have influence, determine our level of well-being. For instance, if we choose to think positively in a certain scenario, this results in higher levels of emotional well-being. Another illustration would be the improvement in social wellbeing that results from maintaining meaningful relationships. Many studies revealed difficulties faced by employees and illbeing, more so than it has focused on employee strengths and wellbeing (Calabrese, Hester, Friesen, & Burkhalter, 2010; Hoy & Tarter, 2011). Through the transition from college to working independently students face many new problems like making independent decisions by themselves about their lives and building relations with new people and adjusting own-self in different environments and living alone from their own once's. In addition to this, many students leave their home for the first time and distance themselves from their support networks (Cleary et al., 2011). All these problems can affect their mental health and the well-being of management students for their future life. Also, the chances of having common psychological issues, such as depression, anxiety, and stress, increase throughout adolescence and peak around early adulthood around age of 25 (Kessler et al., 2007).

There are a number of definitions and theories surrounding human well-being, but well-being is defined as feeling of goodness and functioning well in life (Huppert & So, 2013). Many researchers and evidence have shown that the individual's well-being and its associative constructs like life satisfaction, happiness, have positive effects on success, education, health and other important life outcomes. According to Martin Seligman's (2011) which was developed by the respected positive psychologist and widely in his influential book in 2011, "Flourish." Seligman's (2011) PERMA Model suggests that flourishing arises from five important constructs of well-being i.e., Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. The PERMA model stands for five major elements that should be placed for us to experience lasting well-being. Seligman understands how an individual continuously seeks for that which makes them happy, orientation and status in their life.

### 1. Positive Emotion

According to Seligman's, this is the first element of the PERMA model. Positive emotions refer to feeling good and clearly the direct path to being happy. When an individual feels good, once feels positive. Although such positive emotions do not stop, someone lights up a wonderful smile because there's something anyone can do or, fake and sad. There are two words which are associated with happiness but are wrongly understood to be equal and at the same time. Pleasure, according to this model, pleasure refers to the once physical needs which is being satisfied in a such way shelter, water, clothing, food, safety and the second word is Enjoyment which refers to the satisfaction and obtain from such doing some work like cross-stitching, exploring's car engine and painting.

### 2. Engagement

According to Seligman's, this is the second element of the PERMA model. Engagement refers to something that an individual can get engaged and notice in. Nearly everybody has an experience lost in his/her own world because of something engaging, basically it is a very positive thing for an individual 's emotions, skills and their intelligence. By doing something that a person engages in which brings happiness even when they don't have nothing to do with one's work or if it is ordered by others. For

example, a man in his mid-30<sup>s</sup> who likes to play the guitar can do so, while engaging in doing it can temporarily leave the present and live in the music.

### 3. Relationship

According to Seligman's, this is the third element of the PERMA model. Relationship refers to happiness and well-being. As we humans it is our natural desire to be connected and be a part of a group such as school organization or in a circle. We are not just wired to just want but a human being but need attention, interactions, affection. That is why people need to create relationships with others like co-workers, friends, family and peers because it's from these relationships that we are able to receive emotional support when things get difficult.

### 4. Meaning

According to Seligman's, this is the fourth element of the PERMA model. Meaning comes from the serving that is larger than ourselves, whether this is the specific religion or a cause that can help humanity in some other way. As human beings we need meaning in our lives to have a great sense of well-being. For example, many celebrities who live on multi-million dollars and they go on monthly vacations to the Caribbean end up taking their own lives. They don't understand that there is much more to life rather than just money. Parents with their children understand the importance of their children's lives and they work very hard to provide better facilities to their children. All these are much more important than any amount of money. Meaning basically keeps people happy in their life.

### 5. Accomplishment

According to Seligman's, this is the fifth element of the PERMA model. Accomplishment refers to the fact that we take pride in something that we have done or accomplished. It basically strengthens our self-esteem and our confidence that we are worth something. For example, when we achieve something grateful in our life, we feel good and want to do more and also become more, which can be seen in each and every young children's.

Studies have focused too much on the problems faced by employees in a workplace related to their illbeing rather than employees' wellbeing and strengths.(Calabrese, Hester, Friesen, & Burkhalter, 2010; Hoy & Tarter, 2011). For example, research on stress among teachers has been devoted to three decades (Chaplain, 2008; Howard & Johnson, 2004).

### Job-Hunt

The operational definition of job hunt is defined as the person who is looking for a job or to seek employment and a desire for a better position. Millions of students who are in their final years of their education engage in job search every year. Job hunting can be defined as a self-regulatory process which involves a series of activities aimed at finding a new job. All these activities include clarifying one's goal for example like what type of job do I want? preparing, researching companies, networking, applying to open positions, Identifying and preparing for an interview with interested employers. Job hunting is basically a highly self-regulated, proactive process and goal-directed. Most prominently, researchers have studied the goal-striving aspects of the job search process from self-regulation frameworks (Kanfer & Bufton, 2018). Due to increase in unemployment, misplaced decisions and role confusion could be seen most among master's students. (Khambayat, 2015; Kumuda, 2014). Recent research highlighted that most of the university students face career decision-making difficulties (Di Fabio et al., 2015), and meaningless career life (Miller & Rottinghaus, 2014). Research in India and the USA stated that there is a significant family influence (Fouad et al., 2016), while other researches stated a significant impact of parents and friends on graduates' decisions in relation to their career (Emmanuelle, 2009; Mudhovozi & Chireshe, 2012). Difficult decisions made for one's career is a major factor impacting graduates which leads to poor self-concept, lack of information about one's career, skills and abilities as well as knowledge about the corporate world. (Gati et al., 1996).

### Objectives of the study

1. To explore the role of the PERMA model of well-being in job hunt of post-graduation management students.
2. To determine if there exists a correlation between sense of well-being and job hunt.
3. To determine the difference between males and females in terms of attitude towards job hunt.

### Rationale of the study

1. The current study helps the final year MBA students to face selection challenges for the job.
2. The study shall show light upon the necessary skills required to be developed by MBA students in order to have sound well-being.
3. The study also signifies the role of high well-being in helping students to survive in difficult job situations.

### Literature Review

Lambert D' raven & Pasha-Zaidi (2015) conducted a study in United Arab Emirates by using the PERMA model. The sample size was 54 participants in the age group of 16-31 years, which revealed that the PERMA model was effective in highlighting opportunities and challenges for intervention in the United Arab Emirates. This study aimed to determine whether descriptions of happiness provided by Emirati University students would align with the pathways of the PERMA model. The results also revealed that happiness levels were significant with the PERMA pathways in culturally consistent ways. The present study is conducted in India on a sample of 198 participants in the age group of 22-25 years. The present study doesn't make any cultural comparison as it only focuses on the impact of well-being on job hunting. The present study compared males and females on the basis of high job-hunt assertiveness.

O'Connor et al. (2016) conducted a study in Australia to examine the positive mental health in adolescence longitudinally predicted healthy transitions in young adulthood. The study aimed to examine the longer-term implications of adolescent positive mental health for successful young adult transitions. The results revealed that successful transitions into young adults' roles and responsibilities may be facilitated by targeted mental health promotion interventions designed to both foster positive mental health and address mental difficulties in adolescence. The present study conducted in India on the PERMA model examines the sense of well-being in management students while hunting for a job in Delhi NCR region in the age group of 22-25.

Lai et al. (2018) conducted a study in Hong Kong by using the multidimensional PERMA-H Positive Education model to examine the general satisfaction in school life among 726 primary school students in the age group of 8-13 years revealed that female students have high general satisfaction, motivation in tasks, relationship with peers and teachers. The present study is conducted in India on 198 college students in the age group of 22-25 years. This study also examines the sense of well-being of management students while hunting jobs in Delhi NCR.

Clausen et al. (2019) conducted a study in Denmark to examine the social capital in the workplace to predict job performance, work engagement, and psychological well-being. The sample size was 538 employees in the dairy industry. The study also aims to investigate the prospective association between social capital in the workplace and self-reported job performance, work engagement, and psychological well-being. The result showed that the social capital in the workplace predicted self-reported job performances and psychological well-being in employees. The present study is conducted in India on the PERMA model to examine the sense of well-being of management students while job hunting in Delhi NCR region in the age group of 22-25.

Kun & Gadanez (2019) conducted a research study in Hungary to examine the workplace happiness, well-being and their relationship with psychological capital. The sample size is 294 in the age group of 36-45 years in which 201 are females and 93 are males. Data was collected through the brief resilience scale (BRS), PERMA profiler, General self-efficacy scale (GSE) and adult hope scale (AHS). The results indicated that workplace well-being and happiness is positively correlated with inner psychological resources, hope and optimism in particular. Most of the responses referred to results such as realization of goals and plans and experiences of success such as successful work, the success of children, and success of the school. The present study conducted in India on the PERMA model examines the sense of well-being of management students while job hunting in Delhi NCR region in the age group of 22-25. The study includes the comparison between males and females on the basis of high job-hunt assertiveness.

Feng et al. (2020) conducted a research in China to investigate the Physiological correlates of daily well-being which is based on the PERMA model. The sample size is 344 in the age group of 19-22 years. This study aims to investigate the physiological correlates of well-being in daily life settings. The methods used in this study were B1 smartwatch, which is a wrist watch device capable of recording heart rate (beats per minutes), galvanic skin responses, skin temperature (Fahrenheit), and walking steps (steps per minutes) and PERMA profiler. The results found that the evidence for the physiological basis of PERMA-based well-being and the regression analyses showed that the all five well-being experiences indexes could be significantly predicted by the physiological and behavioral parameters. The present study is conducted in India on the PERMA model and examines the sense of well-being of management students while hunting for a job in Delhi NCR region in the age group of 22-25.

Yang et al. (2021) conducted a study in China to examine the association between job strain, workplace PERMA model, and work engagement. The sample size selected was 310 workers in the age group of 22-30 years. The study also aims to examine the relationships between job strain, work engagement, and the dimension of well-being according to the workplace PERMA (positive emotion, engagement, relationships and meaning, accomplishment) model. The results showed that the job control, supervisor support, and co-workers were significantly correlated with the scores of five dimensions, and happiness of the PERMA profiler (except between supervisor support and accomplishment). Job demands were only significantly correlated with engagement and meaning. The present study conducted in India on the PERMA model examines the sense of well-being of management students while hunting for a job in Delhi NCR region in the age group of 22-25. Also, a comparison is made on the basis of high job-hunt assertiveness between males and females.

T et al. (2022) conducted a study in Bratislava to examine the effect of positive leadership and flow of employee well-being through the PERMA lens. The sample size was 40 participants in this study in the age group of 25-34 years. This study explored the relationship between leaders and employee well-being through the theoretical framework of positive organizational psychology. The results showed that the flow was a significant predictor of well-being, while leadership was not. The present study is conducted in Indian on PERMA model and examines the sense of well-being in management students while hunting for a job in Delhi NCR region in the age group of 22-25.

## Methodology

### Sample

A total of 198 participants (97 males and 101 females) have been selected for this study belonging to the age group of 22-25. Both males and females have taken part in the study who are in their final years of management courses. Data from the respondents was collected by using a non-probability sampling technique. Snowball sampling was used so as to collect large sample size.

### Research design

Correlational research design was used in the current study to compute the relationship between job hunt and well-being of post-graduate management students. Attitude towards Job hunting is the independent variable and well-being is the dependent variable in the study by using PERMA-profiler. The study aims to check if job hunting impacts the well-being of management students.

### Hypotheses

**H<sub>01</sub>:** There exists no significant relationship between the attitude towards job hunt and the well-being (PERMA-model) of management students.

**H<sub>02</sub>:** There exists no significant difference in the attitude towards job hunting between males and females.

### Data collection tools

The data from the samples were being collected with the help of PERMA Profiler and Assertive Job Hunt Survey. Online google forms were created and distributed via E-mails. Half of the surveys were distributed offline within the colleges.

#### 1. PERMA Profiler:

The PERMA Profiler is a 23- item on a 11-point Likert scale. It is a self-report Questionnaire. The scale was developed by Dr Martin Seligman in the year 2011. According to him he defined the five pillars of well-being which he called as a PERMA model-Positive emotions, engagement, relationships, meanings and accomplishments. It measures the well-being of the adult population. The PERMA Profiler is multidimensional in nature and has good reliability along with the acceptable levels of convergent, divergent

and criterion related validity. The test-retest reliability of the overall scale came out to be 0.93. in order to be eligible to fill the scale, participants should be in the age group of 18-65 years.

Questions were placed on a scale of 0 to 10, where 0 indicating extremely low level and 10 indicating extremely high level. Scores are calculated by taking the average of the items comprising each factor such as positive emotion, engagement, relationships, meaning, accomplishment, overall wellbeing, negative emotion, health and loneliness.

## 2. **Assertive Job-Hunting Survey:**

The Assertive Job-Hunting Survey is a 25-item questionnaire on a 6-point Likert scale. The scale was developed by Heather Becker in 1980. It is an instrument designed to assess the self-reported job attitudes. The questionnaire measures the assertiveness of an individual towards seeking a job. This Questionnaire meets acceptable standards for the internal consistency (Cronbach 's alpha =.82) and stability (Test/retest correlation =.77 over two-month period). The scale has high concurrent validity. This questionnaire is also designed to provide information about the way in which the person is looking for a job which indicates how likely the person would respond in the described manner.

The questionnaire is made for people between the age group of 18-62 years. The range of scores is between 25 to 150, the higher the score, the more assertive an individual would be for job seeking.

### **Procedure**

Participants in the study were asked to fill the PERMA Profiler and The Assertive Job- Hunting Survey. An informed consent was taken before making them fill the questionnaires. The participants were asked to read the instructions written on both the Questionnaires before filling them. The data was collected from 3<sup>rd</sup> March, 2022 to 1<sup>th</sup> May, 2022.

Participants in the study belonged to different post-graduation management courses such as MBA, Masters in Financial Accounting, MBA in tourism management, etc. Data was collected from both public and private colleges such as International Management institute, Management development institute, Faculty of Management studies, Sushant University, Amity Business School and Institute of Management Technology in Delhi NCR region. Students who were diagnosed with depression, anxiety or are not a part of management courses were excluded from the study.

### **Data Analysis**

Analysis of data was done by using IBM SPSS- Version 28. Descriptive statistics was used to compute mean, standard deviation and correlation. Relationship between positive attitude towards job hunt using interval scale and high well-being using interval scale was computed by using Pearson correlation. Inferential statistics was used for comparisons. Significance testing was then by using Paired t-test to compare high and low well-being and high job hunt assertiveness and low job hunt assertiveness. Independent t-test was used to compare the high job hunt assertiveness between males and females.

### **Result**

**Table 1.1**

Well-being	Total number of participants	Maximum	Minimum	Mean	Standard deviation	Percentage of participants responded
High and normal well-being	55	9.8	6.5	7.115	0.493	28.06%
Sub optimal and languishing well-being	143	6.3	3.1	5.353	0.866	71.93%

**Table 1.1** shows the participants with high well-being and low well-being. Out of 198 participants, 55 (28.06%) of them have high and normal well-being. Remaining 143 (71.93%) participants have sub-optimal and languishing well-being. The mean and the standard deviation for the high and normal well-being is 7.115 and 0.493, respectively. Whereas, the mean and standard deviations for the sub optimal and languishing well-being is 5.353 and 0.866, respectively.

**Table 1.2**

Attitude towards job assertiveness	Total number of participants	Maximum	Minimum	Mean	Standard deviation	Percentage of participants responded
High job hunt assertiveness	102	100	76	85.352	5.934	51.51%
Low job hunt assertiveness	96	75	50	67.751	7.146	48.48%

**Table 1.2** shows that out of 198 participants, 102 participants (51.51%) of them have high job hunt assertiveness, whereas 96 participants (48.48%) have low job hunt assertiveness. The mean and standard deviation for the participants having high job hunt assertiveness is 85.325 and 5.934 respectively. The mean and standard deviation for the participants who have low job hunt assertiveness is 67.751 and 7.146 respectively.

**Table 1.3**

Pearson correlation	0.992**
Level of significance	<.001
N (High well-being and high job-hunt assertiveness scores)	156

**Table 1.3** depicts the correlation between well-being (PERMA model) and job-assertiveness. Pearson correlation was used to compute the relationship between the components of the PERMA model and job-hunt assertiveness. Value of correlation came out to be 0.992\*\*. The result shows that there exists a positive correlation between the job-hunt assertiveness and well-being. The higher the job-hunt assertiveness in an individual is, the higher will be his well-being (PERMA-model). The results also indicated that the value of correlation is highly significant at 99% of confidence level. As a result, the null hypothesis is rejected,  $H_0$  = There exists a significant positive correlation between the positive attitude towards job hunting and the high well-being (PERMA-model) of management students.

**Table 1.4**

Mean	Standard deviation	T value
4.289	2.468	24.44

**Table 1.4** depicts the significant difference between high-normal well-being and sub optimal-languishing well-being by using paired sample T-test. The mean and standard deviation came out to be 4.289 and 2.468 respectively. The obtained T-value is 24.44. The T-value exceeds the cut-off 1.960 at 0.05 as depicted in the significance table. As  $P < .05$ , t-value is significant at 95% confidence level.

**Table 1.5**

Mean	Standard deviation	T-value
116.292	583.65	2.804

**Table 1.5** depicts the significant difference between high job-hunt assertiveness and low job-hunt assertiveness. Paired-sample T-test is used to compute the T-value which came out to be 2.804. The mean came out to be 116.292 and standard deviation came out to be 583.65. The obtained T-value is 2.804. the T-value exceeds the cut-off 1.960 at 0.05 as depicted in the significance table. As  $P < .05$ , t-value is significant at 95% confidence level.

**Table 1.6**

Gender	N(Participants)	Percentage	Mean	T-value	Significance level
Males	49	47.57%	87.34	3.379	<.01
Females	54	52.42%	83.52		

**Table 1.6** Indicates the significant difference between males and females on the basis of job- hunt assertiveness. The results clearly showed that females have high job-hunt assertiveness (52.42%) as compared to males (47.57%). The mean values for both male and female scores are 87.34 and 83.52, respectively. Independent t-test is used to determine the significant difference between the scores of males and females. T-value came out to be 3.379 which exceeds the cut-off 2.617 at 0.01 as shown in significance table, As  $P < .01$ , t-value is highly significant at 99% confidence level.

**Discussion**

The current study explored the role of well-being (PERMA-model) in job-hunt assertiveness of management students. The results of the current study reject the null hypothesis. **Table 1.1** depicted that out of 198 participants, 28.06% of them have high and normal well-being whereas 71.93% of participants have sub-optimal and languishing well-being. **Table 1.2** shows that out of 198 participants, 51.51% of them have high job hunt assertiveness, whereas 48.48% of them have low job hunt assertiveness. **Table 1.3** revealed the positive correlation between well-being (PERMA model) and job-assertiveness which came out to be 0.992\*\*. **Table 1.4** showed the significant difference between high-normal well-being and sub optimal-languishing well-being. T-value came out to be 24.44 which is significant at 95% of confidence level. **Table 1.5** revealed the significant difference between high job-hunt assertiveness and low job-hunt assertiveness. T-value came out to be 2.804 which is significant at 95% confidence level. **Table 1.6** depicted the significant difference between males and females on the basis of job- hunt assertiveness. Females have high job-hunt assertiveness (52.42%) as compared to males (47.57%). T-value came out to be 3.379 which is highly significant at 99% confidence level.

The results of the present study are significant to previous literature. A research published on teachers in Hungary to check the relationship of workplace happiness and well-being with psychological capital revealed that workplace well-being and happiness levels are positively correlated with psychological resources (Kun &Gadanez, 2019). The present study is conducted in India to determine if there exists any relationship between job-hunt attitudes and well-being among management students.

A study conducted in Bratislava to check the effect of positive leadership and flow of on employee well-being through PERMA Lens revealed that leadership and workflow are positively correlated with well-being (T et al., 2022). The present study is conducted

in India on management students to check the role of well-being (PERMA-model) in job-hunting. The results of the current study revealed that there exists a positive correlation between high job-hunt assertiveness and well-being.

The results show how well-being is considered to be an important concept in the field of positive organizational psychology. well-being is considered to be an important indicator of all the organizational behaviors be in job-hunt attitudes, psychological capital, physiological capital, leadership, teamwork, etc.

Research conducted in Poland presents differences between men and women regarding their work attitudes. The study was conducted on 300 Polish students and 306 German students. The results reveal significant differences between the work attitudes of men and women. men are considered to be more concerned with their job attitudes and values in comparison to women. The present study is conducted in India on management students to check if there exists a significant difference between job hunt attitudes of males and females. The results revealed that females have high job-hunt assertiveness (52.42%) as compared to males (47.57%).

### Conclusion

The aim of the current study is to explore the role of the PERMA model on the well-being in job hunting of management students in Delhi NCR region. Our hypothesis is rejected by the performed analysis. As we could expect from literature that participants, 55 (28.06%) of them have high and normal well-being. Remaining 143 (71.93%) participants have sub-optimal and languishing well-being. It also showed that Females have high job-hunting assertiveness (52.42%) as compared to males (47.57%).

Final year students are understandably experiencing a lot of panic and uncertainty when it comes to their employment chances. Young job seekers who are unemployed after completing their graduation from the colleges are more likely to adopt the passion attitude in social interaction. However, until they achieve their goal of employment, as they could become socially isolated which could be increase their mental health problems like depression, anxiety, substance abuse, Post traumatic stress disorder (PTSD), Eating disorders, suicidal tendencies/ ideation, panic disorder, Insomnia, stress. Although suicide rates in young students are high and interest in youth unemployment has been increased. Researchers examining the well-being status and related factors in young job seekers is extremely rare.

It is very important for the students who are seeking a job to keep in mind that they should be flexible enough and clearly express their needs while giving an interview. They should highlight their strengths and weaknesses in their resume. Expanding networks not only not only makes them more sociable but also more open to new job-opportunities. Taking a break is very important. It not only helps students to declutter themselves but also to polish their skills so as to give a second interview in case they are not selected for the first time. The intervention of parents and teachers is a must to help students to develop a sound well-being in case they failed to search for their dream-job. Career-counseling should be provided by the teachers. Developing a sound well-being requires a positive mind, taking care of one's physical and mental health, fostering strong social connections and developing a sense of purpose in life.

### Limitations

1. The study didn't highlight the comparison made on the basis of ethnic or cultural differences.
2. Sample size is small due to which the results are not generalizable to the broader population.
3. The study was only applicable to management students. The study didn't highlight the role of well-being in the attitude towards job-hunting of students belonging to other professional fields such as law, medical and social sciences.
4. The study didn't highlight that students who have high job-assertiveness are high on which component of PERMA-model.

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