

Authentic Leadership And Performance -Equations The 4 C's Framework And Impact Of Positive Intelligence

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ABSTRACT

Stress is a central element inhibiting and overpowering the happiness quotient of people at work and in personal lives. A leader like any other human being experiences emotions due to their past and present, tunnel vision and blind spots, experiences. Authentic leadership offers intentionality, a genuine direction to teams-and empowers the people with strategies.

Deep change and transformation get translated into success with happier teams as they are self-motivated, engaged and connected. Happier teams will have a high Positive Intelligence quotient, higher Emotional Intelligence and feel empowered to solve problems which is an insight into creating an environment where employees feel comfortable speaking up and voicing their opinions-even if those opinions differ from leadership—and this demonstrates effective leadership.

Keywords: Effective problem solving, Complex problem solving, Positive Intelligence, Emotional Intelligence, Growth Mindset, Engagement, Happiness, Neuroplasticity, Train you Brain, Sustained happiness, Mitigate Stress, Anxiety, Mental Health, Authenticity, Positive conversations, Purposeful life.

1. INTRODUCTION

Societies are fraught with conversations which challenge and narrow the range of responses right from conversations in a family during get-togethers, dinner tables to board rooms and decision making. This happens in the absence of open conversations and leads to deep emotional pain, anger and unhappiness. Sometimes this can aggravate and take the shape of uncomfortable quiet leading to unfulfilled and thwarted intentions.

Authentic leadership is admired by people-this is an activity and not necessarily a person. Authenticity focuses on people, their responses, enables them with unlimited and enabled perception to make better decisions. A happy deep diving into problems to find solutions together, tactical adjustments work for them. Analysing the situation in various dimensions, with good reasons and justification leading the teams to understand what is “good and bad”, what is “right and wrong” makes them move together with the “Happiness Advantage”

The Happiness Advantage helps teams and people work with a growth mindset and a positive mindset-the outcome is improvement in life decisions, performance both in professional and personal levels. Emotionally Intelligent and Positively Intelligent employees are the ingroup, outgroup, intergroup catalysts and work dynamites in a work environment focused on collaborative competency. They are strong drivers of change and success.

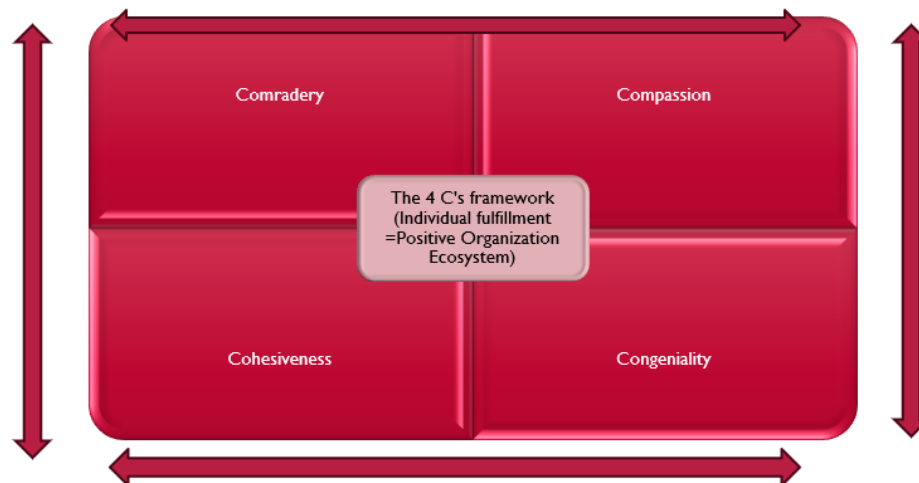
OBJECTIVE:

This research provides solutions through tools (KPI's) and frameworks (**The 4 C's Framework**) which will help people in all fields to use positive intelligence to solve complex problems, be emotionally aware, be better at decision making, be authentic and collaboratively intelligent. The research will also help develop newer habits to “Train your Brain”, rewire your thought processes, experience positive change for a happier “YOU”. Positive Intelligence will help create cohesive teams and congenial work environment. Work teams which are positively intelligent and self-aware are highly receptive, stable, competent and collaboratively competent. Positive Intelligence -sets the pace for success, self-awareness, excellence, and a Positive “YOU”. A positively intelligent person is an authentic leader is a driver of positive change who will keep people interested, informed, involved and inspired. Happier Teams can manage stress and anxiety, are the most productive. A positive mindset is a growth mindset and performs successfully in the face of challenges, is fulfilled and increases life satisfaction outcomes.

The 4 C's framework will change your equation with stress, you will learn to be an effective problem solver even in high pressure situations. You will learn to train and rewire your brain, work with a positive mindset-and witness improvement in nearly all levels of life. The reader will transition through stages of personal growth responsible for effective problem solving--Self-Awareness, Positive mindset, leading with authenticity, for enabled and successful decision making.

The research reflects on happiness advantage and sums up the main line of argument that authenticity in Leadership stems from positive intelligence. The research paper is a ready reckoner, a “real world” guide on how to deal with complex emotions at workplace and personal lives. The resurgence of Emotional Intelligence and Positive Intelligence has further broadened the impact of research on brain and behaviour-showing how emotions can positively and negatively affect the way managers, workforce and negotiators approach their goals. The book will be an effective guide on how to “Train Your Brain with EI & PI” to be able to handle challenges.

The application of the 4 C’s framework helps you evaluate your equation with stress, you learn to be an effective problem solver even in high pressure situations. **The 4 C’s comprise of Comradery, Compassion, Cohesiveness and Congeniality.** The 4C’s encapsulated in Positive Intelligence improve work culture, increase receptivity, innovation, and work performance. For most of the organizations which are people centric the 4C’s framework can act as a catalyst to boost performance.



****All four elements are directly proportional to individual and collective goal fulfilment and fostering of positive organization ecosystem**

Figure1: The 4C’s Framework

The 4C’s Framework enhanced the positive intelligence which escalated the levels of commitment and perceptions of trust. Escalation of commitment signalled increase in integrity, benevolence and these reputational benefits made the team members evaluate their leaders as an enabled decision maker. Team members then evaluated their leaders on the tripartite trust scale (Mayer et al., 1995; Zlatev, 2019) and positive intelligence. The team leaders who escalated commitment were also perceived as higher on integrity, benevolence and humour (positive intelligence).

A questionnaire followed by interaction with a set of employees of 110 organizations was undertaken to find out what the teams thought about their leaders and what could be done to help them capitalize their own strengths. The 4 C’s framework was administered as a training tool for mid senior and senior level leaders who working with their teams. It was found that post training the team members found their leaders 75% more empathetic, collaborative and resilient towards their team members. About 15% team members found no change in the work culture of their organization and 10% were at crossroads. It was noted that organizations which practised Comradery, Compassion, Cohesiveness and Congeniality were high on employee performance and work effectiveness. The employees in these organizations were able to create early bonds with new peers, bosses and direct reports by informally discovering common interests and were able to establish goodwill and trustworthiness. They were also able to generate more willing compliance.

The 4C’s framework works very well with cross functional teams, inter organization partnerships and leadership challenges. The research also deep dived to apply the 4C’s framework on six parameters which are integral persuasion principles for leveraging the best out of the performance of employees. The first principle was liking. It was seen that organizations practising the 4C’s framework used the tool of charm and disarm-making positive remarks and using persuasive language to generate willing compliance. This changed the performance equations of the teams.

The second parameter on which the 4C’s framework was applied is Reciprocity-it was identified that more the teams were allowed to lend help to other departments-effective collaborative competencies were enhanced. People repay in kind-they feel valued when they are cared for, when they are shown compassion. Lending help or a staff member to a colleague or another department changes the mindset for better behaviour and also enhances positive intelligence.

The third parameter was social proof where the 4 C’s framework was applied to use peer power to influence horizontally and

vertically-it was noted that employees follow the lead of similar others. They exhibit better behaviour when they experience congeniality, compassion, comradery and cohesiveness-the reason is the feeling of belongingness and ability to navigate through a maze of complex and challenging situations-knowing support will be given from peers, and seniors.

The fourth parameter was consistency where the 4C's framework was applied to understand that employees and diverse teams will fulfil written and voluntary commitments faster than verbal instructions. The written commitments made the employees understand the impact of timely written reports on team spirit and motivation. This built in-trust, comradery, compassionate cohesive teams which leaned in on congenial relationships at work.

The fifth parameter on which the 4C's framework was administered on teams in various departments of these organizations was Authority. Employees defer to experts who provide short-cuts to decisions requiring specialized information. Expertise is not self-evident. Therefore, it is important to establish expertise before translating it into business operations with new colleagues, partners and teams in conversations before formal business meetings. It is important to describe how you solved a problem which is similar to one on the agenda. Authoritarian Leadership works well if combined with Comradery, Compassion, Cohesiveness and Congeniality. It was observed that teams who were briefed informally and sensitized to a specific new business operation were more receptive to the new idea because the Authority in their leadership was seen as ushering in compassion, cohesion, spirit of comradery and compassion. The new idea was less seen as a threat than as an opportunity to grow and thrive as teams. It is important for the leadership in Authority to be a people's leader in order to leverage the best from the teams. The application of the 4 C's framework helps leadership in authority to provide specialized information, expertise in a way to be able to establish the expertise so that the teams find it congenial to adapt the expertise.

The sixth parameter on which the 4C's framework was applied was Scarcity. Employees, people and teams value what is scarce. It was observed that influence when combined with the 4C's framework made the idea at work more charismatic for the teams and employees. It was easier to rivet the attention of the teams towards information where the Management wanted them to act with agility and only activated the interest of the teams when applicated with the 4C's framework. It was studied that those managers and team leaders incorporated humour, and positive intelligence in their everyday conversations with their teams were able to win the confidence of their teams and were considered as authentic leaders basis the 4C's framework-an increase in comradery,

The above six parameters became magical interventions for the team leaders and management once the power of the 4C's framework was combined with the parameters. The performance of the teams escalated, the motivation levels were higher and positive intelligence intervention helped the leaders exert far greater influence than formal power structures. The 4C's framework is a tool to mastering the art of persuasion and influence-in getting things done through others. It works by appealing predictably to deeply rooted human needs. It helps in securing consensus, ace deals and win concession sin business-by artfully applying these four scientific principles of winning hearts, winning minds and above all influencing people, teams and employees for the better of the business.

All the above six parameters should be applied alongwith the 4C's framework for maximising and compounding their impact to enhance work productivity and fostering a positive work culture. The managers and team leaders should use informal, social conversations so as to establish their credibility. Conversations with teams have double benefits because they provide the opportunity to gain information and at the same time convey information. By letting your expertise be acknowledged and also establishing comradery, the managers and team leaders can double their power of persuasiveness. The power of persuasiveness has very strong social impact and is followed by a chain reaction of acknowledging influence. However, dishonest or high-pressure tactics are successful only in the short run. Genuine comradery, compassion forged with cohesiveness and congeniality can bring out long term positive effects of high and effective work performance. It is also noted that positive intelligence plays a very integral role in forging trust and co-operation. Team Leaders, Managers who exhibited higher positive intelligence were able to win the trust of their teams which resulted in effective and optimised work performance. It is important to note that teams feel belonged to and worthy when they are able to contribute and relate to the higher goals. Similarly team leaders, managers who are acknowledged and trusted by their teams are considered as authentic and true leaders. The sum benefit lies in mastering the basic principles of interactions which can lead people to comply, change, receive, accept and concede.

The 4 C's framework and positive intelligent leaders work by appealing to a limited but deeply rooted human drives and needs of the six parameters discussed above namely liking, reciprocity, social proof, consistency, authority, and scarcity. The parameters of the 4C's framework ca be taught, learned and applied for the benefit of individuals working in organizations to boost their work performance and the performance of their teams, build trust, ethics foster belongingness. By mastering the 4C's framework leaders can bring scientific rigor to the business for securing consensus, winning deals, negotiating wins and concessions. Escalation to commitment is accountable and directly proportional to reputation of the leader. Therefore, it is even more important to build trust in teams as a positive intelligent leader. Positive Intelligence infuses humour within teams and happy teams perform better.

The medial prefrontal cortex an area at the front of the brain has involvement in emotional responses such as laughing, smiling, crying, anger. It helps us respond accurately in social interactions. Part of the temporal lobe is involved in the

recognition and identification of complex stimuli. The activation in these two regions helps people respond to humorous and comic situations. The five stages of positive intelligence include Empathy, Exploration, Innovation, Navigation and Activation. These five stages help develop positive mental habits, help overcome self sabotaging behaviours and propel you to achieve your true potential. Positive intelligence equips individuals to handle challenging situations by thinking with clarity, having a more comprehensive and accurate understanding of the situation, therefore enhancing the overall well-being and effectiveness.

In order to assess effect of positive intelligence on job performance, Kern's Workplace PERMA Profiler questionnaire (Kern, 2014) comprising 23 items was administered. This questionnaire measures Seligman's five components of well-being: Positive emotion, Engagement, Relationships, Meaning, and Accomplishment (with two extensions: Negative emotion and Health). Briefly, positive emotions are emotions such as love, compassion, a sense of achievement, joy, gratitude, enthusiasm. They can be learned and cultivated (Fredrickson, 2001). The main advantage of positive emotions, apart from the immediate and inherent benefit of having them, is that they provide resiliency (Folkman & Moskowitz, 2000; Tugade et al., 2004). Engagement is akin to Csikszentmihaly's flow that is, the capacity to become completely engrossed in one's immediate activity or circumstance (Csikszentmihalyi, 1990). We become engrossed when we perform an activity that we enjoy, and that we find challenges our mental capacities. If the task is too simple, we become are not engrossed in it and start feeling bored. If it is too difficult, we become frustrated and distracted. Finding the precise level of difficulty that keeps us engrossed is the key to become engrossed. Flow, or engagement, has been found to alleviate depression and increase happiness to become more effective at work. (Seligman et al., 2005). Relationships refer to all of our relationships, within the family, at work, in our network of friends and social acquaintances. Having high-quality relationships has been found ward off cognitive and physical decline in later years (Siedlecki et al., 2013). Meaning is perhaps the most difficult of the five pillars of PERMA to grasp. It may be characterized as having a sense of purpose in life, or having the sense that our life and all of the activities and relationships we engage in are fulfilling and purposeful, in a fundamental way. Although Engagement and Meaning seem to share certain characteristics, engagement seems to emphasize the present moment and to lift the experienter out of his or her immediate material circumstances, whereas meaning tends to integrate past, present, and future into a narrative with a coherent plot. Accomplishment refers to our inner sense of satisfaction in the world, to the extent that we deem ourselves capable of effecting changes in the world, challenging ourselves for more and controlling our circumstances. A sense of helplessness is well-known to lead to anxiety, depression and low self-esteem, while self-confidence is linked to a general sense of high self-esteem, satisfaction, well-being and joy. Therefore, PERMA is related to positive intelligence, in that the well-being comprised of the five pillars of PERMA is made possible by the modulating action of positive intelligence on the internal sabotages'. So, while PERMA describes a state, not a capacity, it is analysed that the PERMA state is the result of the deployment of the positive intelligence capacity. Analysing the internal saboteurs, the five pillars of PERMA, and the job performance, helps to assess the effect of positive intelligence on job performance. Newer forays into positive psychology have partially criticized the initial conceptual framework, which is now deemed to suffer from the same faults that pioneering theories usually suffer from. Wong & Roy's article, Critique of positive psychology and positive interventions (Wong & Roy, 2017) is one of the works which marks the beginnings of a new way of approaching psychological health, branded "PP2.0", where the initial fundamental dichotomy – positive vs. negative – is replaced by a more nuanced understanding of the complex dynamic between the various psychological factors shaping our experience – emotions, beliefs, perceptions, cognition, volition, memory, behaviour. These forces are not considered inherently beneficial or harmful: rather, they are identified as playing specific roles in specific contexts, which may change and yield different results according to the particular dynamic. However, it must be said that practical considerations, related both to conceptualization and experimentation, tend to favour a dichotomic understanding of positive psychology as well as other topics in psychology, as argued by some authors (Lazarus, 2003; Lomas & Ivztan, 2015). Wong and Roy have even argued that both the positive and the negative effects of a psychological factor, for example, an emotion, contribute to the generation of a sense of happiness and wellbeing (Wong & Roy, 2017). Another criticism levelled at the first wave of positive psychology is that it studies the purported components of happiness piece-meal instead of holistically. Wong and Roy (2017) have raised the objection that the human psyche, and the human being generally, cannot be analyzed into personality traits (Wong & Roy, 2017); instead, the whole ensemble of factors must be taken into account and its internal dynamic understood. This means that the advice to lead with one's strengths and forget one's weaknesses might be detrimental to well-being. Instead, a well rounded general "practical wisdom", as discussed by Schwartz and Sharpe (2010) and more remotely, by Aristotle (Nicomachean Ethics), might lead to a more mature and complete happiness. One important criticism of the initial conceptual framework of positive psychology is that it lacks a unified conceptual underpinning. Positive Intelligence is still in its initial stages. It is still gathering data, using questionnaires and statistics, which may need to be fundamentally revised. It is still trying to find better questions to ask. The work already done regarding the dysfunctions of the psyche has not translated well into work on positive psychology. Also, there seem to be elements missing. For example, Wong and Roy (2017) propose the inclusion of Cătălina RADU, Sorina MIȘU 120 Duckworth's concept of grit (Duckworth, 2016) and Koenig's concept of spirituality (Koenig, 2011) into the list of measurable characteristics, alongside PERMA. Positive Intelligence focuses on happiness,

2. MATERIALS AND METHODS

2.1 Research objectives Our overall objective in this study was to measure and analyze the modulatory impact of positive intelligence on self-perceived work performance, given the possible detrimental effects on work performance of the nine internal saboteurs (controller, hyper-achiever, restless, stickler, pleaser, hyper-vigilant, avoider, victim, hyper-rational) examined by Shirzad Chamine. In the model, we equated positive intelligence with the contextually adequate deployment of the five components of **PERMA (Positive emotion, Engagement, Relationships, Meaning, Accomplishments)** (Butler & Kern, 2016; Seligman, 2011) as a mediating strategy between the nine internal saboteurs and self-perceived work performance. We deemed the effect of the saboteurs upon work performance as either direct or indirect, depending on the presence and strength of the modulating effect of positive intelligence upon the saboteurs with respect to work performance.



Figure 2: Positive Intelligence and Work Effectiveness contextual to PERMA

Three questionnaires in the study: The translation and adaption of the Workplace PERMA Profile questionnaire - a confirmatory data analysis of the questionnaire In order to estimate the cultural reliability of the Workplace PERMA profiler questionnaire, research conducted a confirmatory factor analysis (CFA) on the translated questionnaire. We chose this type of analysis because its relevance has been sufficiently proven in recent studies on factor structure (Byrne, 2010; Davis, 2019).

The specific objectives were as follows:

1. To measure the strength of each of the nine internal saboteurs and analyze them according to emerging groups of saboteurs, if any;
2. To translate and adapt the Workplace PERMA Profile questionnaire to Romanian respondents; also, to conduct a confirmatory data analysis of the translated and adapted questionnaire;
3. To identify if positive intelligence might play a mediating role between the internal saboteurs and work performance. The sampling was a nonprobability one, based on the availability criteria. In terms of gender representation, 348 of the participants were women and the rest were men. Regarding the age aspect, respondents varied from 26 to 65 years old, with an average age of 30 years old and a median age of 26 years old

3. CONCLUSION:

From the above studies and analysis it is observed that the 4 C's framework and positive intelligence are directly co-relational and can improve performance, effectiveness and response to a situation thereby increasing the probability of better outcomes in workplaces and personal lives. It is important to transition through "Three Stages" of Awareness, Consideration, Decision while helping teams to work towards their goals. The above three stages help leaders, organizations to evaluate, optimize their approach and help achieve more successful outcomes. Higher Positive Intelligence leads to better Comradery, Compassion, Cohesiveness and Congeniality-which leads to enabled decision making, better responses and effective work. Impact of positive intelligence on work outcomes can lead to increase in productivity, better mental health of employees, higher retention rates and increased emotional intelligence. Positive Intelligence develops a supportive culture that values collaboration, open communication, and camaraderie significantly contributes to employees' well-being and happiness. Positive relationships with coworkers and superiors foster a sense of belonging and support, enhancing the overall work experience. Moreover, work happiness is intertwined with the concept of meaningful work. Employees derive a profound sense of fulfilment when they perceive their tasks as meaningful, contributing to a larger purpose or societal impact. Understanding how individual contributions fit into the broader organizational goals fosters a sense of purpose, a powerful driver of work happiness.

Summarising the most important impact of positive intelligence-it is a holistic construct, encompassing job satisfaction, positive work environments, meaningful work, and interpersonal relationships. It is a delicate balance between individual

fulfilment and the organizational ecosystem, where employees feel valued, engaged, and aligned with the purpose and culture of the workplace. Employee happiness is not just a fleeting positive emotion; it's a strategic imperative that profoundly influences the success and sustainability of an organization. Several compelling reasons underscore the importance of prioritizing employee happiness in the workplace. Firstly, happy employees are more engaged and effective performers. When individuals find a sense of fulfilment and satisfaction in their roles, they are more likely to invest their time and energy in their work. This heightened engagement translates into increased productivity, creativity, and innovation, driving the organization forward. Employee happiness is also closely tied to belongingness and retention in organizations. Satisfied and content employees are less likely to seek opportunities elsewhere. High turnover and unhappy employees can be costly for organizations in terms of recruitment, training, and the loss of institutional knowledge. By fostering a positive work environment that prioritizes employee well-being, organizations can enhance employee loyalty and reduce turnover rates. Valued and supported, they are more likely to work cohesively, fostering a collaborative and inclusive atmosphere. This, in turn, enhances the overall organizational culture, making it an attractive place for top talent. Moreover, happy employees contribute to a workplace culture which is congenial for the employees. A culture of happiness promotes teamwork, collaboration, and open communication. When employees are happy, they are more likely to provide excellent customer service. Employee happiness also has a direct impact on customer satisfaction. Satisfied and content employees are more likely to provide excellent customer service.

When employees feel supported and appreciated, they are motivated to go above and beyond to meet customer needs, ultimately leading to positive customer experiences and increased customer loyalty.

Additionally, organizations with happy employees tend to be more resilient and adaptable. In times of change or challenges, employees who feel supported are more likely to embrace change positively and contribute to the organization's ability to navigate through uncertainty.

Prioritizing the well-being and satisfaction of employees is not just a compassionate gesture but a strategic investment that yields long-term benefits for both individuals and the organization as a whole.

Similarly, Positive emotion, Engagement, Relationships, Meaning, Accomplishments lead to higher cohesiveness in teams and emotional fulfilment for better and effective responses. Businesses benefit from the innovation and adaptability that stem from a content and motivated workforce. Employees who feel valued and supported are more likely to contribute ideas and embrace change positively. Ultimately, the positive correlation between employee happiness and business success is evident in enhanced productivity, employee retention, customer satisfaction, and the overall reputation and competitiveness of the organization in the marketplace. Prioritizing employee happiness is not just a moral imperative; it's a strategic investment that yields substantial and lasting returns for the business.

Future Scope of Study:

Workplace happiness stands as a cornerstone for organizational success, influencing employee engagement, retention, and overall productivity. As explored, the myriad factors contributing to workplace happiness, from positive work environments and recognition to opportunities for growth, collectively create a harmonious ecosystem where individuals find fulfilment in their professional endeavours. The advantages of prioritizing employee happiness extend beyond mere contentment, encompassing increased productivity, improved workplace culture, and enhanced adaptability to change.

Businesses that recognize the intrinsic link between employee well-being and organizational prosperity are poised for sustained success. By fostering a culture that values and supports its workforce, organizations not only retain valuable talent but also create a positive ripple effect that resonates throughout the workplace.

The current research has analysed Positive Intelligence and Perma components separately which leaves space for future to merge the 4C's framework with Perma components to further analyse the effects of performance, outlook towards personal and professional goals and how these can be affected in workplaces and personal lives for better decision making and outcomes. It is also important to focus on the synergistic effects of the 4C's Framework and Perma components which considering outcomes like highly motivated teams, focused, included and loyal.

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