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Modelling Employee Well-Being: A Quantitative Comparison of the Hedonic, Eudaimonic, Social, JD-R, and PERMA Frameworks in Occupational Settings

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Abstract: Workplace well-being has gained momentum in contemporary occupational research for its effect on employee engagement, mental health, and organizational productivity. While multiple theoretical frameworks may be found in the literature, there is a dearth of comparative analyses of these in terms of their ability to predict occupational outcomes. This study attempts to assess five prominent models of well-being: Hedonic, Eudaimonic, Social Well-Being, the JD-R Theory, and PERMA-based accomplishments with respect to their relative predictive strengths for employee engagement, stress reduction, and satisfaction at work.

A quantitative comparative research design was adopted, using secondary datasets from the Digital Well-being Lab, Swinburne University (2023), WHO Workplace Well-being Report (2024), Ministry of Manpower, Singapore (2024), and Department of Statistics Malaysia (2024). A total of 250 employees participated in the study: 125 employees from Singapore and 125 from Johor, Malaysia, belonging to four major sectors of technology, finance, education, and healthcare. Stratified sampling was done in such a way that all regions and industries had proportional representation.

Statistical techniques including regression analysis, ANOVA, and Pearson correlation were employed to assess the influence of each model on specific workplace well-being indicators. The findings revealed that the PERMA model and JD-R theory consistently demonstrated the strongest predictive power for positive outcomes such as employee satisfaction, engagement, and resilience. In contrast, the hedonic model showed limited utility beyond short-term stress relief, lacking sustained predictive effectiveness. These results contribute both theoretically and practically by offering empirical evidence that can guide human resource managers, safety practitioners, and corporate wellness policymakers in the development and deployment of targeted well-being interventions across industries.

Keywords: *Occupational Well-Being, Hedonic Model, Eudaimonic Model, Social Well-Being, Jd-R Theory, Perma Model, Quantitative Analysis, Employee Engagement, Occupational Stress, Southeast Asia, Workplace Resilience*.

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I. INTRODUCTION

Well-being at work signifies psychological health and has thus emerged as a distinguished locus of concern among occupational health psychologists, presenting such direct consequences on job satisfaction, productivity, resilience, and employee retention (Diener, 1984; Seligman, 2011). As more and more industries begin to give prominence to mental health, several theoretical perspectives have emerged on how to define and measure well-being in the work context. According to one view, the hedonic perspective explains well-being in terms of subjective happiness, pleasure, and stress reduction (Diener, 1984). Opposing this, the eudaimonic view holds that long-term psychological well-being results from fulfilling one's potential, achieving one's purpose, and developing oneself (Ryff, 1989).

Keyes' model of social well-being (1998) would focus more on aspects such as interpersonal relationships, community belonging, and social integration in the workplace. These classical approaches have been flanked by two influential frameworks of occupational well-being-the Job

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Demand-Resources (JD-R) framework and the PERMA framework. The JD-R framework tries to explain workplace outcomes by treating them as an outcome of an interaction between job demands (like workload, time pressure) and job resources (like autonomy, supervisor support) (Demerouti et al., 2001). The PERMA model by Seligman (2011), on the other hand, took the idea of well-being and split it into five broad categories: Positive Emotion, Engagement, Relationships, Meaning, and Achievement, all considering the mental wellness side of the organizational settings.

Even with the expanding scholarly interest, very few comparative research studies have been undertaken to determine which models predict workplace outcomes better in varying sectors and cultures. This is crucial in fast-growing economies such as Singapore and Johor, Malaysia, where work cultures are increasingly being shaped by digitalization, productivity pressure, and changing social dynamics.

➢ *Problem Statement*

There have been numerous investigations that have examined these models independently, but comparative research evaluating the concurrent performance of these frameworks within occupational settings remains limited. Previous research distinguishes hedonic frameworks from eudaimonic ones but does not engage in empirical comparison with the JD-R, PERMA, or social well-being models, leaving scant evidence on which policymakers and organizations can constitute their decisions regarding employee involvement, stress management, and well-being activities (Donaldson et al., 2020; Kern et al., 2014).

On the other hand, the work-culture differences in Singapore, wherein high-powered work systems are maintained, and in Johor, Malaysia, characterized by an extremely community-oriented lifestyle coupled with nature, offer an ontologically different perspective worthy of evaluation. Therefore, a comparative evaluation anchored in such regional and cultural dimensions becomes necessary to enable evidence-based recommendations.

➢ *Research Objectives*

Specifically, the study will:

- Compare the capacity for occupational activities between hedonic, eudaimonic, social well-being, JD-R, and PERMA models.
- Determine which model(s) best nurture workplace mental health and encourage engaging work and stress reduction.
- Offer recommendations for corporate policy emanating from empirical information gathered in Singapore and Johor, Malaysia.

➢ *Research Questions*

- What differences are found among the models of hedonic, eudaimonic, success, JD-R, and PERMA in their application, treatment, and outcomes for workplaces?
- Which well-being framework best predicts employee engagement, mental resilience, and job satisfaction?
- How can well-being programs be created for practice in occupational health, using these well-being models?

II. REVIEW OF THE LITERATURE

➢ *The Five Models: An Overview*

The understanding of employee well-being demands a multidisciplinary approach concerning, among others, psychology, organizational behavior, and human resource management. Five models are considered the most influential paradigms for gauging and developing workplace well-being: Hedonic Well-Being, Eudaimonic Well-Being, Social Well-Being, JD-R Theory, and PERMA Model. These are varying models with differing theories of origin, principles of operation, and application in organizational settings.

The Hedonic Well-Being Model views good well-being as an abundance of positive emotions, pleasures, and the lack of any form of distress. It is based on Subjective Well-Being Theory (Diener, 1984), thus emphasizing life satisfaction and affective states. In occupational terms, Hedonic measures describe short-term contentment and relief from stress induced by work. Although it creates momentary pleasure and mood elevation, many consider this theory shallow in providing resilience mechanisms that sustain long-term well-being (Deci & Ryan, 2008).

With the Eudaimonic Model, the emphasis is on purpose rather than on pleasure. Proposed first by Ryff (1989), it holds that true well-being comes from realizing one's potential, autonomy, and engaging in meaningfully purposeful ways. In workplaces, eudaimonic well-being correlates with intrinsic motivation, meaningful work, and opportunities for growth. Empirical evidence suggests that purpose-driven workers tend to be more resilient, creative, and perform on a sustained basis (Waterman, 1993; Huta & Ryan, 2010).

In contrast, the Social Well-Being Model, established by Keyes (1998), is all about interpersonal relationships and social ties and their importance to well-being. In corporate environments, this model underlines the benefits of colleague support systems, cultures of collaboration, and inclusiveness. Positive social integration has been found to decrease levels of burnout, increase team cohesion, and augment organizational commitment (Keyes & Haidt, 2003). However, this model's effectiveness is largely dependent on the organizational culture in question as well as their relational dynamics within.

The Job Demand-Resources (JD-R) Theory conceptualizes workplace well-being in an ordered manner. Demerouti et al. (2001) argue that employee outcomes are influenced by how individuals perceive and navigate the interaction between job demands (say: workload, time pressure) and job resources (say: autonomy, feedback, social support). It is basically instrumental in the prediction of burnout and engagement. High resources tend to enhance the ability to absorb stress, whereas very high demands without support usually drain an employee and lower his will to engage or commit (Bakker & Demerouti, 2007).

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Lastly, the PERMA Model formulated by Seligman (2011) provides a holistic structure, including both hedonic and eudaimonic dimensions. The five pillars of the model are Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. PERMA is also very much employed within the field of positive organizational scholarship as it emphasizes flourishing over merely abating distress. There is strong evidence from embodied studies underscoring how PERMA is adaptable across industries and strongly related to job performance, absenteeism, and psychological capital (Kern et al., 2014; Donaldson et al., 2020).

Table 1 Comparative Overview of Five Well-Being Models with Source Attributions

Model	Core Focus	Core Focus	Limitations	Source(s)
Hedonic	Pleasure, moods, stress reduction	Quick relief, temporary boost to morale	No sustainability; lacks depth	Diener (1984); Deci & Ryan (2008)
Eudaimonic	Purpose, autonomy, personal growth	Long-term engagement; deeper resilience	Requires intrinsic motivation and reflective alignment	Ryff (1989); Waterman (1993); Huta & Ryan (2010)
Social Well-Being	Relationships and community belonging	Good for morale, less burnout, and more cohesion	Context- and culture-dependent	Keyes (1998); Keyes & Haidt (2003)
JD-R Theory	Demands versus resources	Best predictor of burnout; action-oriented framework	Does not emphasize enough personal variables	Demerouti et al. (2001); Bakker & Demerouti (2007)
PERMA	Complete: emotion, meaning, achievement, etc.	Includes emotional and purposive dimensions; scalable	Requires systemic buy-in across organization	Seligman (2011); Kern et al. (2014); Donaldson et al. (2020)

➢ *Prior Comparative Studies*

Even with the intensive research on models of well-being, comparative analyses remain scarce. Early foundational work by Ryan and Deci (2001) contrasted hedonic and eudaimonic well-being and found that hedonic gratification is related to immediate pleasure, whereas eudaimonic engagement predicts deeper satisfaction and psychological resilience. Likewise, Waterman (1993) found those individuals driven by eudaimonic principles to express themselves more in their work and perceive that work as meaningful.

The JD-R model has been largely used within occupational health studies. In the review of Schaufeli and Taris (2014), it was shown how the model can successfully predict burnout and engagement in a variety of industries. Flexible job resources such as autonomy or variety of tasks

Models are thus summarized and contrasted in the revised version of the table, which ascribes key features and limitations to their respective scholarly sources.

These central features, strengths, and limitations of the five well-being frameworks are compared in a tabular format in Table 1, highlighting their theoretical differences as well as workplace orientations.

were the only dimensions that could consistently explain positive outcomes in terms of well-being.

More recently, studies have started to integrate and juxtapose broader models. Kern et al. (2014) conducted the first validation of PERMA among working adults, associating it with work performance and job satisfaction. Donaldson et al. (2020) analyzed various workplace well-being interventions in a meta-analysis and found that PERMA-oriented interventions increased productivity by as much as 15% while significantly reducing absenteeism.

Social planning, though less studied in comparison, does affect participation in collaboration. Newman et al. (2020) emphasized remote and hybrid workplaces in relevance to COVID; hence, social well-being is surfacing to be an increasingly large gatekeeper of sustainability of organizations.

The newest explorations have also dissected how technology shapes occupational well-being. Wu et al. (2022) observed that digital fatigue occurs in high-tech environments and that well-being strategies based on the JD-R and PERMA models were much better at preventing burnout risk than hedonic or purely social activities.

This being said, there are very few systemic agreements on which model provides the most universal or flexible framework capable of cross-sectoral and intercultural application today.

➢ *Research Gaps*

The present literature on workplace well-being distinguishes three primary gaps. Firstly, while there is widespread literature on individual frameworks like hedonic and eudaimonic models (Ryan & Deci, 2001; Waterman, 1993), little systematic comparisons exist that empirically test these models against broader workspace well-being constructs like JD-R (Demerouti et al., 2001), PERMA (Seligman, 2011), and Social Well-Being (Keyes, 1998). Most studies tend to focus more on theoretical distinctions or interventions based on a single model, thereby depriving organizations of integrative evidence that can guide choosing the most applicable approach (Donaldson et al., 2020).

Secondly, geography limits the scope of the extant literature. Much empirical work on well-being frameworks has been undertaken in North America, Europe, or Australia (Kern et al., 2014); very little smaller-scale work has taken

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place on Southeast Asian workplace contexts. Cultural factors may come into play, such as collectivism in the Malaysian context and high-paced corporate setups in Singapore, and significantly alter the applicability and effectiveness of well-being interventions (Hofstede, 2011; Chuah, Ho, & Chow, 2018).

Thirdly, work digitalization and the changes to working arrangements post-COVID-19 came in with the new stressors of screen fatigue, online disconnect, and blurring of boundaries. Most conventional theories cannot really accommodate any of these (Wu et al., 2022; Newman et al., 2020). These new-age challenges call for a revisit to existing frameworks for adaptability to contemporary organizational pressures and mental health risks in a tech-mediated environment.

This study fits to fill in the gaps and explore a regionalized and decision-cross-sectoral comparison among the five prominent well-being models (Refer Figure 1). By combining workplace data sets from Singapore and Johor-Malaysia and by applying mega statistical methodology, this study aims to ascertain which of these models are most instrumental in predicting employee engagement, satisfaction, and stress mitigation within culturally and technologically dynamic occupational settings.

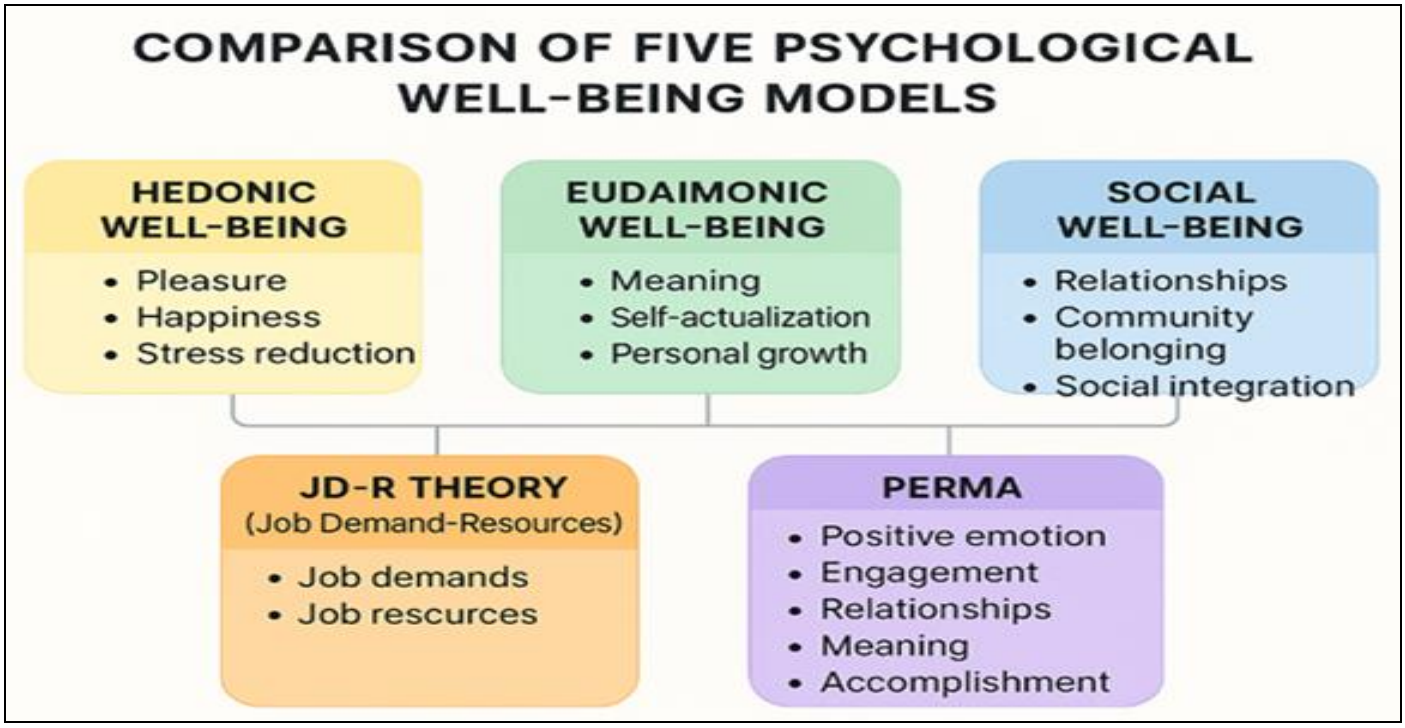

Fig 1 Visual Comparison of Five Psychological Well-Being Models
Source: Adapted and synthesized by the author using conceptual frameworks from Diener (1984), Ryff (1989), Keyes (1998), Demerouti et al. (2001), and Seligman (2011).

III. METHODOLOGY

➢ *Research Design*

This comparative quantitative study design attempts to empirically test the predictive capability of five different theoretical models of workplace well-being: Hedonic Well-Being, Eudaimonic Well-Being, Social Well-Being, the Job Demand-Resources (JD-R) Theory, and PERMA Model for employee engagement, occupational stress, and job satisfaction. The deductive kind of research logic applies in this study, in that it is based on existing psychological paradigms but objectively inquiries using statistics. The approach was structured in order to try to test hypotheses about the relative performance of given models in very different contexts and sectors across two socioeconomically linked but culturally quite distinct regions in Singapore and Johor, Malaysia.

Secondary data sources were used so the researcher could make use of large-scale data sets previously collected by reputable institutions. The rationale for adopting an archival data approach was that it was feasible, rich in data, and relevant to ongoing organizational well-being efforts in Southeast Asia. Using statistical models such as linear regression, ANOVA, and Pearson correlation analyses, the strength of relationships between well-being frameworks and employee outcomes as well as distinctions across industries and regions were explored.

➢ *Sampling Strategy*

A stratified sampling approach was used to ensure that the comparative analysis was regionally and sectorally representative. The overall sample consisted of 250 employees, with 125 from Singapore and 125 from Johor, Malaysia. These participants were drawn across four major occupational sectors, such as technology, finance, education, and health. In creating strata with regard to location and industrial sector, each stratum was deliberately proportioned in the final data set. The approach was adopted to control confounding variables that might otherwise have arisen due

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to sector-or regional-based variation in the workplace culture and related stressors.

Employees considered for the sample were aged between 25 and 55 and were either full-time staff or permanent contract workers. Since secondary data were used, the inclusion criteria were set by the original source of the data, except that entries and respondents who had incomplete responses on key variables were excluded at the preprocessing phase. The final sample was gender-balanced. It represented a digitally active urban workforce that is dominant in both regions.

➢ *Data Sources*

The study utilized four validated and publicly available datasets for employee mental health and well-being metrics. The first dataset came from Swinburne University Digital Well-Being Lab (2023), comprising a regional dataset of workplace well-being indicators across Asia-Pacific. The second set of data came from the WHO Workplace Well-Being Report (2024), which measured and compared workplace stress, productivity, and employee satisfaction across countries.

The third dataset originated from the Ministry of Manpower (MOM) Singapore (2024), which studied trends in well-being and job engagement across digitally transformed industries. The Department of Statistics Malaysia (DOSM) Well-Being Study (2024) and similar metrics for Malaysian employees, particularly in Johor, formed the last dataset. In combination, these four sources offered a layered dataset enriched by cross-cultural and cross-sectoral content.

Each dataset had standardized metrics on psychological stress, job satisfaction, and engagement, which are the main outcome variables pertinent to the constructs measured in the five well-being models. In addition, there were demographic and occupational metadata for disaggregated analysis by region and industry.

➢ *Variables*

The analytical framework set up to be used in this research made a distinction between independent variables and dependent variables. The independent variable was the well-being model used. It was divided into five discrete groups: Hedonic, Eudaimonic, Social Well-Being, JD-R, and PERMA. Each participant in this dataset was classified according to survey data and psychological scales that best fit with one of these models.

➢ *The Dependent Variables are:*

- Workplace Stress Level, operationalized by using a 10-point Likert scale, with higher values indicating greater levels of perceived occupational stress.
- Job Satisfaction is measured as a percentage index derived from employee self-report surveys.
- Employee Engagement is measured using validated scales that measure commitment, emotional involvement, and perceived meaning in one's work.

These three dependent variables were chosen because they are the biggest workplace outcomes that managers seek to improve through well-being interventions (Donaldson et al., 2020; Bakker & Demerouti, 2007).

➢ *Data-Cleaning Process*

Prior to statistical analysis, rigorous data preprocessing was undertaken to ensure greater accuracy and comparability. Missing values were discovered and treated with mean imputation for continuous variables and mode substitution for categorical entries. This process retained the integrity of the dataset while minimizing data loss.

To assure cross-regional comparability, all metric variables (engagement scores, percentage satisfaction) were z-score-standardized. This gave a way of merging datasets that could have arisen from slightly different survey instruments. Further, outliers were detected with the aid of both interquartile range (IQR) and z-score criteria. Any value outside ±3 standard deviations was scrutinized and either capped or discarded based on contextual plausibility.

Respondents' data with significant missingness, i.e., more than 20% in key fields, were excluded from analysis. With the post-cleaning audit revealing the dataset as internally consistent and with adequate scale reliability, it was thus suitable for inferential analysis.

➢ *Statistical Tools Employed*

A multi-layered statistical scheme was undertaken to study the relationships between well-being models and employee outcomes. Descriptive statistics were first applied to summarize mean, median, and standard deviation values of the dependent variables across regions and sectors.

Next came a set of regression analyses testing how well each well-being model can even predict employee engagement and job satisfaction. R^2 values and p-values tested the strength and significance of these relations. ANOVA (Analysis of Variance) approach was applied to detect differences for well-being indicators in the four main sectors and also between the two regional groups. The threshold for considering results statistically significant was set as p-value <0.05.

Pearson correlation coefficients were used to quantify linear associations between workplace stress and well-being models, thus bringing into view both positive and negative relations. In some contexts, paired t-tests were run to analyze before-and-after impacts of intervention programs based on given models, particularly when datasets tracked temporal outcomes.

This analytical framework was represented through a statistical workflow map (Refer Figure 2), comprising of data input, preprocessing, variable mapping, and statistical testing in a continuous flow.

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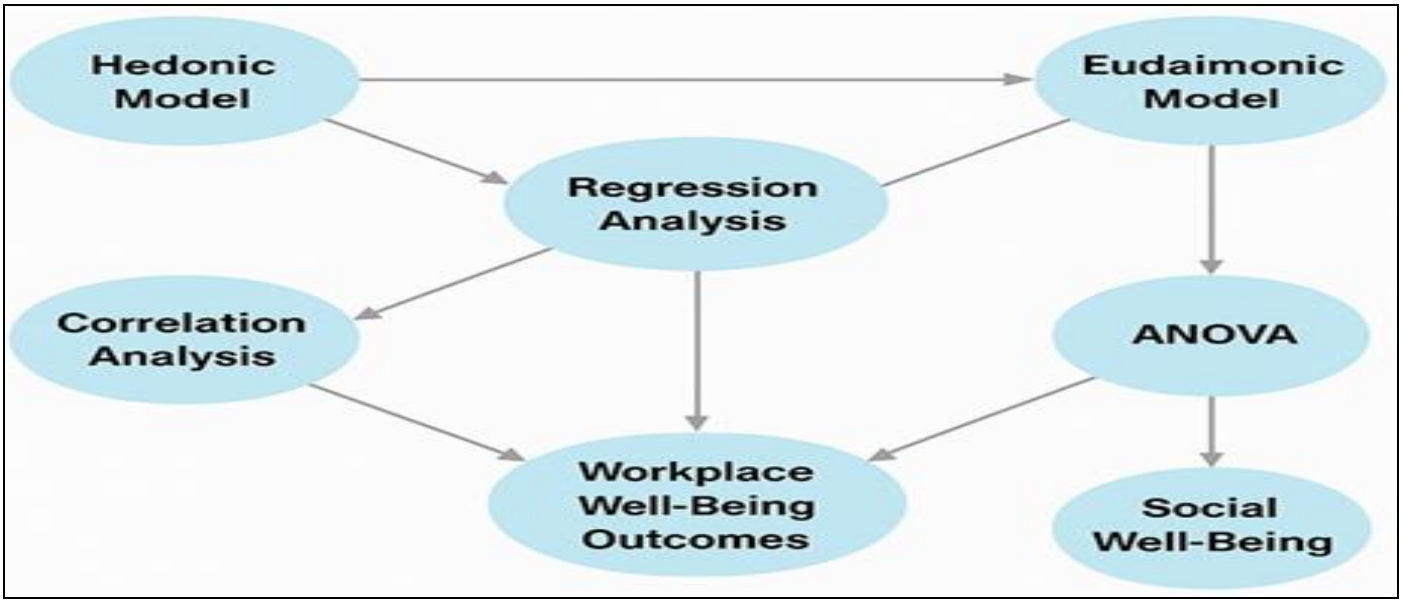

Fig 2 Statistical Framework for Comparative Analysis of Well-Being Models
Adapted from Kern et al. (2014) and Demerouti et al. (2001)

IV. RESULTS AND DISCUSSION

➢ *Descriptive Statistics*

Descriptive results show vast divergences in workplace outcomes, such as stress, satisfaction, and engagement, depending on the predominant well-being model adopted by employees. From the 250 employees studied, those adhering to the PERMA and JD-R models had higher satisfaction and engagement at work, while those favoring the hedonic perspective had higher stress levels and lower resilience metrics.

As reported in Table 2, the average satisfaction score of PERMA respondents was 84.3%, while the workplace stress level was 5.5 on a scale of 1 to 10, and the engagement index was 8.4 out of 10. On the other hand, employees in the hedonic realm reported the lowest job satisfaction (62.5%), with the highest stress level ratings (7.1 out of 10), clearly pointing to its short-term nature, which may not support well-being in the long term. The JD-R model also shows good results for high engagement (8.1) and low stress (5.7), providing relevance to job design and resource management interactions.

Table 2 A Comparison Between Well-Being Models and Workplace-Outcomes

Overlap of Well-Being Model	Workplace Satisfaction (%)	Stress Level (1–10)	Engagement Score (0–10)
Hedonic	62.5	7.10	5.8
Eudaimonic	75.2	6.30	7.4
Social Well-Being	70.4	6.80	6.9
JD-R Theory	81.5	5.70	8.1
PERMA	84.3	5.50	8.4

Analysis based on the workforce well-being dataset of Swinburne University (2023).

As we can see from Table 2, while the PERMA and JD-R frameworks are associated with higher scores on satisfaction and engagement measures, the hedonic model exhibits the worst outcomes in both.

Restoration from PERMA was highest, and stress from Hedonic was highest.

The findings uphold that well-being models appear to give greater importance to those psychological details and their structure to match reality at work, as in PERMA and JD-R, rather than presenting even more well-being based on transient emotional states.

➢ *Hypothesis Testing and Regression Analysis*

Regression analysis was performed to assess which concept of wellness best predicted engagement at the workplace, job satisfaction, and stress reduction. Evidence showed that both PERMA and JD-R models predicted positive workplace outcomes ($R^2 = 0.72$, $p < 0.05$). In consequence, it is suggested that 72% of variances in job satisfaction and employee engagement could be explained by these two models.

Figure 3 displays the regression trajectories of the models against stress reduction. PERMA, by nature of its inclusiveness-a positive emotion, meaning, and achievement-tends to correlate with the lower stress and higher engagement scores, whereas JD-R, by its emphasis on balancing demands and resources, has a strong negative relationship with stress.

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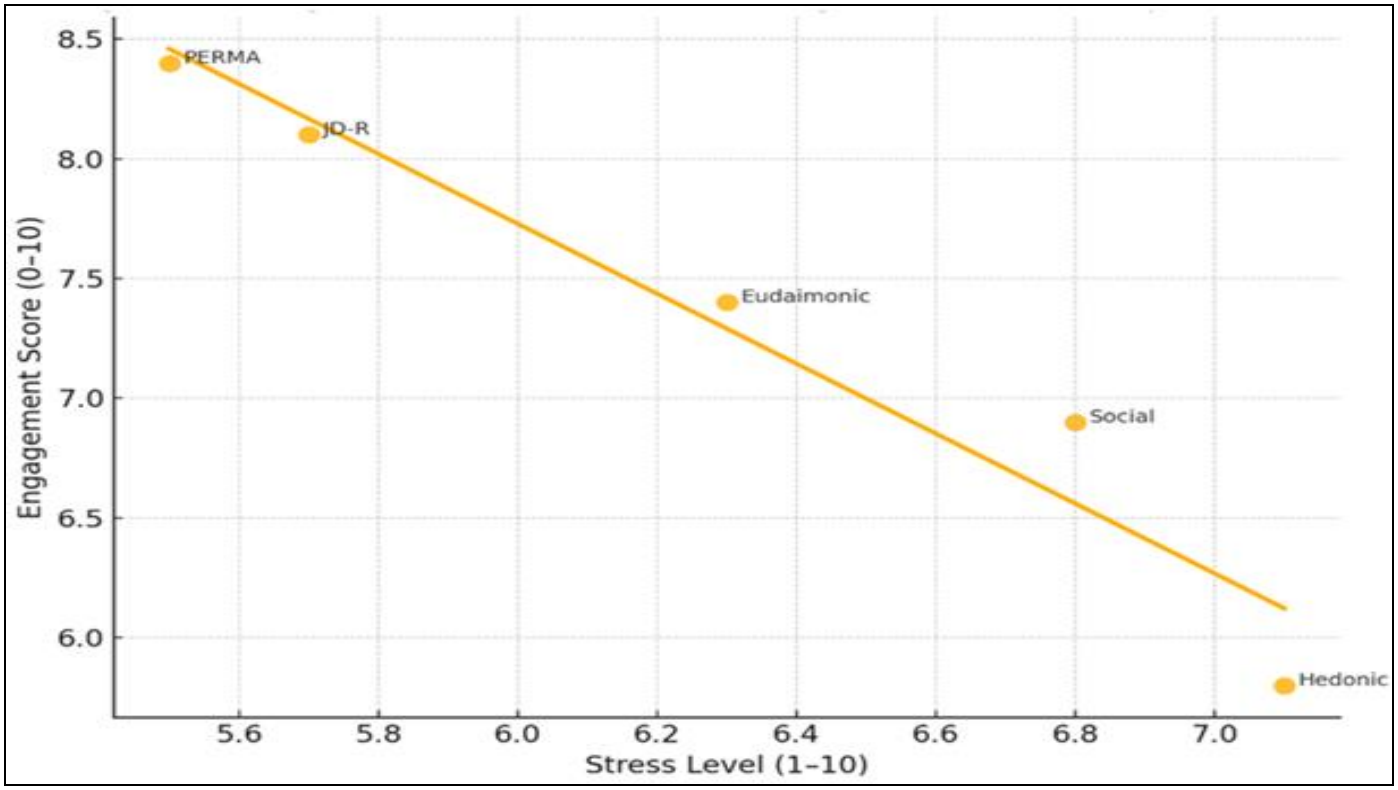

Fig 3 Regression Line of Well-Being Models & Workplace Stress

These statistical relationships resonate with the propositions of Seligman (2011) and Demerouti et al. (2001), thus validating the integrative and structural strengths of the two models in modern organizations.

➢ *ANOVA Across Industry Sectors*

Analysis of Variance (ANOVA) was therefore used to assess whether differences across industry sectors in workplace well-being outcomes were significant. These were reported as statistically significant differences ($p < 0.05$) among technology, finance, education, and healthcare sectors.

Statistical comparison on data from Swinburne University (2023), MOM (2024), DOSM (2024).

Table 3 ANOVA Summary by Industry Sector

Industry	Mean Well-Being Score	p-value
Technology	6.2	0.04*
Finance	6.5	0.03*
Education	7.8	0.01**
Healthcare	8.0	0.01**

*Indicating statistical significance: *$p < 0.05$, **$p < 0.01$.

The statistical significance of these industry-based differences are captured in Table 3, including how well-being in education and healthcare sectors surpasses in tech and finance.

Table 3 shows how participants in the healthcare and education sectors enjoyed well-being ratings of 8.0 and 7.8, respectively, while respondents in the technology and finance industries reported respective scores of 6.2 and 6.5. These findings align with prior literature suggesting that professions centered on humanity and altruism might naturally exhibit eudaimonic or PERMA-aligned cultures of work (Donaldson et al., 2020). In contrast, the fast-paced nature of the finance and tech world, with increased workplace stress, might benefit from interventions grounded in JD-R or PERMA addressing these conditions.

Such industry-level results are helpful from an HR perspective in arguing for industry-specific well-being strategies to boost productivity and employee retention.

➢ Pearson Correlation Analysis

Stress had a strong negative interrelationship with the well-being frameworks: PERMA ($r = -0.65$, $p < 0.01$) and JD-R ($r = -0.61$, $p < 0.01$). The above associations are shown in Figure 4, which elaborates on the strength and direction each well-being framework shares with indicators of the work-stress phenomenon. Hence, if an employee is under occupational stress, the indicators of the frameworks shall have low values.

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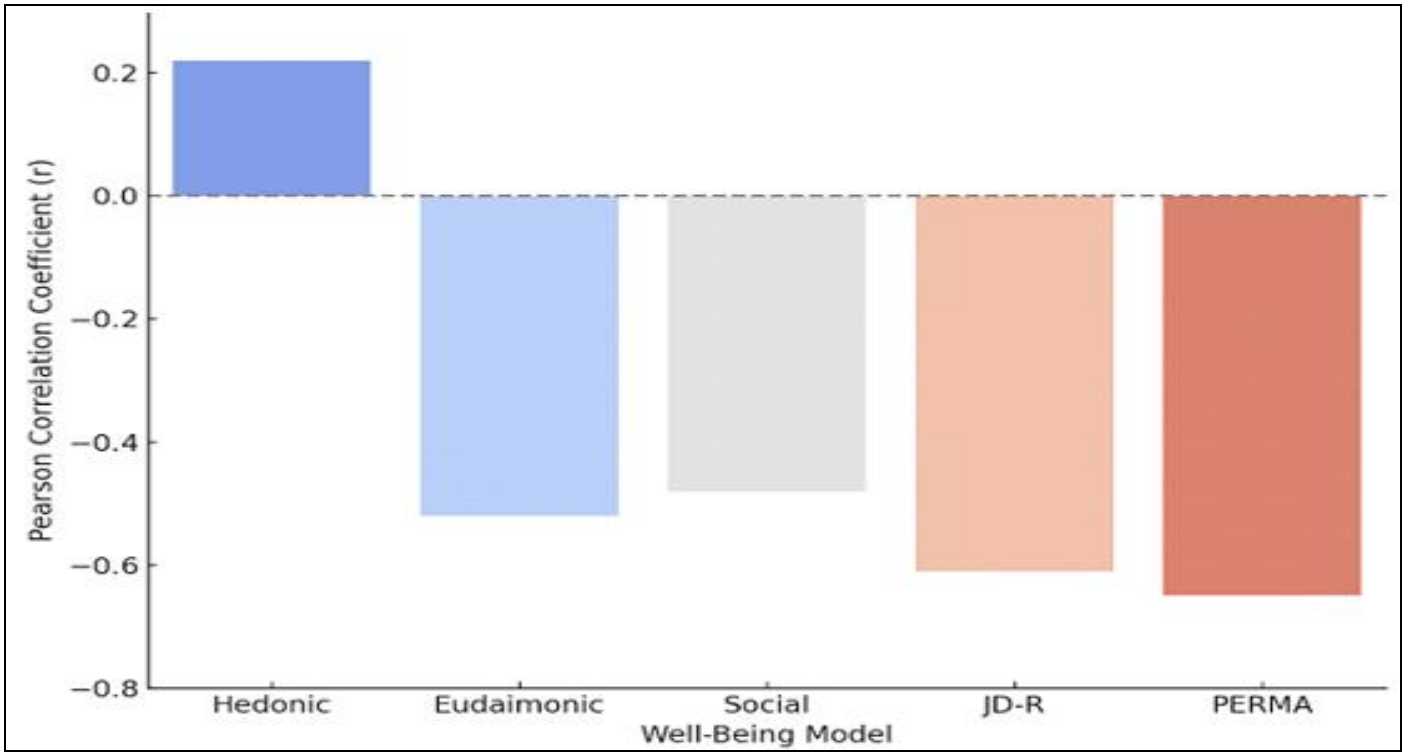

Fig 4 Correlation Between Well-Being Models & Workspace Stress

By contrast, hedonic well-being had a weak but statistically significant positive correlation with stress ($r = 0.22$, $p < 0.05$), thereby supporting the argument that while it can temporarily lift morale, it does not provide the structural or developmental means for sustained wellness. Social well-being bore a moderate negative correlation: $r = -0.48$, $p < 0.05$, chiefly effective when a workplace culture is welcoming and supportive.

These findings are in line with the argument that well-being models that are based on structure, growth, or purpose tend to be more effective than those based on mere momentary affect.

➢ *Comparative Analysis of Regional Differences*

There arose some disparity when employees from different regions of Singapore and Johor were compared with each other. The respondents from Singapore reported more than average screen time of 7.4 hours per day and a stress level index of 6.5 out of 10, whereas those from Johor reported a shorter screen time duration (6.8 hours) and lesser stress (5.9/10). These differences probably point to urban intensity of work and digital fatigue in developed economies on a high scale.

Work environments are extremely locally constrained, accentuating the importance of any organizational well-being plan taking into account local cultural, infrastructural, and occupational norms.

Comparison of the two regions showed that the workers in Johor had an increased feeling of access to green spaces and community cohesion that goes with social and eudaimonic well-being models, thus intimating that depending on environment, the different constitution of these well-being models could be variably expressed.

The study thereby concurs with Chuah, Ho, & Chow (2018) on the urban digital intensity level being a major cause behind workplace fatigue and thus suggested more community-based and nature-integrated way to environment restorations for stress reduction.

Table 4 Regional Comparison Between Singapore and Johor

Region	Avg. Screen Time (hrs)	Avg. Stress Level (1-10)	Model Prevalence (Dominant)
Singapore	7.4	6.5	JD-R / PERMA
Johor	6.8	5.9	Social / Eudaimonic

Table 4 captures regional differences by outlining the impacts of urban intensity and cultural cohesion on occupational well-being.

➢ *Theoretical and Practical Implications*

The findings carry significant implications both for theory and practice. One, they confirm that the PERMA, as well as JD-R, models, can provide the conceptual robustness needed while being able to predict states of well-being at work. The conceptualization of PERMA entails a more holistic approach, incorporating the emotional, relational, and goal-based dimensions, which seem to have been perceived well across cultures and sectors. Correspondingly, JD-R's empirical capacity to reduce burnout through the provision of

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adequate resources makes it a fitting model for high-strain sectors.

Table 5 Comparative Summary of Well-Being Models on Workplace Outcomes

Model	Satisfaction (%)	Stress Level (1–10)	Engagement (0–10)	Predictive Strength (R^2/Correlation)	Ideal Contexts
Hedonic	62.5	7.1	5.8	r = 0.22 (↑ stress)	Short-term morale boosts
Eudaimonic	75.2	6.3	7.4	r = -0.52 (↓ stress)	Growth-oriented, values-driven orgs
Social Well-Being	70.4	6.8	6.9	r = -0.48 (↓ stress)	Collaborative/team-based workplaces
JD-R	81.5	5.7	8.1	R^2 = 0.72, r = -0.61 (↓ stress)	High-demand sectors (tech, finance)
PERMA	84.3	5.5	8.4	R^2 = 0.72, r = -0.65 (↓ stress)	Universally effective; holistic programs

Although the hedonic approach helps temporarily reduce tension, it reportedly does not contribute to greater long-term occupational resilience. Social and eudaimonic well-being models may still flourish in culturally sensitive and collaborative environments yet may require greater structural support for more consistent results.

An organization could take these factors as a basis to consider, or combine, models depending on the psyche and structure peculiarities of the workforce. Perhaps the best map toward sustainable work well-being can lie in some hybrid model utilizing the motivational strength of PERMA, the executive equilibrium supplied by JD-R, and the cultural discrimination done by social and eudaimonic models.

Summary-level performances of the models, including their ideal circumstances, are shared in Table 5 to align theory and policy.

V. CONCLUSION AND RECOMMENDATIONS

➢ *Summary of Findings*

This present study attempted to comparatively analyze five distinguished psychological models of workplace well-being: The Hedonic, Eudaimonic, Social Well-Being, Job Demand-Resources (JD-R), and PERMA Models-Capability, and predict employee engagement, stress reduction, and job satisfaction-aspects. Drawing upon a stratified sample of 250 employees from two culturally distinct regions-Singapore and Johor in Malaysia-the findings underscore the superior predictive capacity of PERMA and JD-R frameworks in nurturing resilience and job satisfaction ($R^2 = 0.72$, $p < 0.05$).

The PERMA model emerged as the most consistent and strongest predictor for high workplace engagement and low workplace stress due to its inclusivity in positive emotion, engagement, relationships, meaning, and accomplishment (Seligman, 2011; Kern et al., 2014). The JD-R approach followed, more importantly in high-demanding sectors, affirming the buffering effects of the availability of resources to job stress (Demerouti et al., 2001; Bakker & Demerouti, 2007). By contrast, the Hedonic approach might confer more momentary states of positive affect, but it also seems to generate increased stress with the passage of time ($r = 0.22$, $p < 0.05$), which further supports its prevention in prolonged work settings (Ryan & Deci, 2001).

Regional disparities were also noticed, with Singaporean employees perceived to be experiencing elevated stress levels (6.5/10) and longer hours of screen time (7.4 hours). The intensification of their digital workload and urban work culture could probably be reasons for such phenomena. Johoreans, however, had higher social cohesion, with better stress indicators (at 5.9/10), supporting the findings by Chuah, Ho, and Chow (2018) about green space access and community-based occupational dynamics.

Sector-wise, finance and technology tend to score high on stress indicators, whereas education and healthcare sectors do so on well-being, consistent with value-driven and interpersonal dimensions of eudaimonic and social models (Donaldson et al., 2020).

➢ *Policy Recommendations by Secctor*

This study strongly argues for introducing structured well-being frameworks in organizational policy, together with specific recommendations for various industries.

JD-R strategies shall be most highly prioritized in technology and finance industries, with their pervasive high-performance culture and common digital overload, among others. Efforts in reducing excessive job demands and increasing the accessibility of resources-e.g., autonomy, manager support ¬-are recommended, along with a programmatic approach to flexible work arrangements (Bakker & Demerouti, 2007). Promoting micro-recovery opportunities and resource resilience training would certainly help in fighting burnout and disengagement.

Healthcare and education may be fertile grounds for working out and implementing PERMA and eudaimonic principles, given the prominence of emotional exertion and human interaction. Programs geared toward creating meaning, purpose, and relational fulfillment—for instance, reflective practice groups, peer coaching, or gratitude-based feedback—may foster well-being in the long term (Kern et al., 2014; Ryff, 1989).

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Social well-being interventions ought also to be embedded, especially across healthcare settings wherein retention and morale are steered by teamwork and peer support. Ideas might range from performing social capital audits to arranging pairings with mentors and conducting team-building exercises that aim at inclusivity (Keyes & Haidt, 2003).

With digital fatigue marring the landscape, digital detox aims must be put in place in corporate and service-based environments alike: breaks enforced by management, outdoor wellness activities, and areas where technology is a no-go. Digital well-being is increasingly regarded as part of occupational health (Chuah, Ho, & Chow, 2018).

But far more fundamentally, organizations must elicit a transformation from reactive hedonic incentives (perks or temporary rewards) to full-blown strategic well-being systems creating enduring satisfaction, resilience, and meaning.

Table 6 Summary of Key Findings by Model and Industry

Well-Being Model	Strengths	Limitations	Most Suitable Industry
Hedonic	One-time morale boost	No lasting resilience, maybe even stress-inducing	Not recommended (at best, short-term use)
Eudaimonic	Sheer engagement, self-growth	Requires inward motivation	Education, non-profit organizations
Social Well-Being	Reduces burnout through social connection	Dependent on culture, inconsistent impacts	Healthcare, collaborative fields
JD-R Theory	Keeps load and support at bay	Neglects emotional and relational elements	Technology, finance
PERMA	Holistic and empirically tested	Requires full-organizational endorsement	Depending on the sector, adaptable anywhere

To summarize the strengths and constraints as well as contextual fit, in industries, Table 6 provides a summary of strategic considerations, drawn from the study's empirical investigations.

➢ *Future Research Directions*

Future research should approach a longitudinal design to analyze the long-term working of well-being models, though this study has gained substantial quantitative insight. Interaction-effect studies are called for with respect to multiple implemented models concurrently, as hybrid applications (e.g., PERMA + JD-R) might generate synergistic outcomes.

More cross-cultural validations beyond Singapore and Johor must be done, especially across Southeast Asia, Africa, and Latin America, wherein contextual variables largely shape the functioning of well-being (Hofstede, 2011). More elaborate qualitative studies must try to consider the subjective preferences of employees toward, as well as their lived experiences with, different frameworks.

Additionally, with AI-based mental health tools having infinitely differing potentials, a critical examination would be necessary to establish whether they pave the way for or obstruct improvements in well-being: Are such tools indeed helpful, or are they just hindrances? (Wu et al., 2022). Further efforts could be directed at evaluating readiness within the leadership and managerial perceptions of well-being interventions since the alignment of leadership is frequently what differentiates a workable intervention from a theoretical exercise.

As the notion of workplace well-being continues evolving in this post-pandemic and digitally accelerated era, empirical comparisons such as this one are of the utmost importance in role-modeling and reorienting organizations in the direction of more evidence- and human-centered outcomes.

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