

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Prof. Umashankar. K^{1*}, Dr. Pooja Varma²

ABSTRACT

In continuation to the changing business models and growing expectations from the consumer market, there is a greater expectation from the human resource to go the extra mile in their job performance. As a result, organizations have been investing huge costs in human capital and the extra focus is on developing operational or functional competencies. However, the subtle factors like individuality and psychosocial experience of the employees are not considered so significant as they evolve through various stages of competency building. Therefore, the current study aims to explore the relationship between Organ's Organizational Citizenship Behaviour and Seligman's PERMA Model (Positive Emotions, Engagement, Relationships, Meaning and Accomplishment). The OCB encompasses the extra-role behaviours of employees and the PERMA model comprises the perceived psychosocial experiences or behaviours of employees at the workplace. The study comprises the sampling frame of 100 employees working in various private-sector banks in Bangalore. The researchers have adopted stratified random sampling as the data comprises various strata based on demographic variables. The study involves statistical tools like Pearson Correlation for establishing the correlation between the various dimensions of IV and DV. The Stepwise regression analysis is used to predict the employees' emotional well-being with OCB and PERMA. The outcome of the study will throw a significant insight into the importance of nurturing OCB traits among the employees and how it impacts the positive socio-psychological traits among them.

Keywords: *Organizational Citizenship Behaviour, Extra-role Behaviour, Positive Psychology, PERMA Model and Psychological Capital*

In the current world of new Glocal (Global-Local) trends in human resources and the enormous expectations from the consumer market, the senior management of organizations has been investing huge efforts to drive human resources to go the extra mile in their job roles. The L&OD departments of the respective organizations have been designing various programs to keep the employees' morale high and derive the best job performance from them. In addition, *Job Crafting* has been one of the recent trends in contemporary human resources wherein the employees craft their intrinsic motives suitable to the job expectations. In the process of citizenship crafting, the employees are free to design

¹Research Scholar, Department of Psychology, JAIN (Deemed to be University), Bangalore

²Assistant Professor and HOD, Department of Psychology, JAIN (Deemed to be University), Bangalore

*Corresponding Author

Received: March 14, 2023; Revision Received: May 11, 2023; Accepted: May 14, 2023

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

their convenient behavioural patterns to meet their job expectations (Bolino & Klotz, 2017). Workplace dynamics are consistently changing as the business world evolves in unpredictable dimensions. These workplace dynamics are very subtle and require greater levels of mindful approaches because any unappropriated approaches may interrupt or cause damage to the subtle behavioural patterns in the workplace. The studies also imply that these extra-role behaviours cannot be imposed by the managers or the leaders as it may lead to a counterproductive outcome. Therefore, reporting managers have to be conscious of their people management strategies. These people management strategies have to incorporate subtle approaches to nurturing the citizenship behaviours of the employees. Moreover, these citizenship behaviours help in establishing a strong psychological contract with the organizational values and goals (Chi, Klotz, He, & Reynolds, 2016).

The contemporary workforce of any organization has gone beyond competency building or skill enhancement. Indeed, these nomenclatures have been focusing on skills or competencies of the job roles. However, the studies also infer that the definition of job competencies or job skills may have limited amplitude and it may not encompass the holistic approach. Hence, the studies infer that employees have to be empowered holistically to give their best in job roles. One of the studies on empowering leadership inferred that the leaders have to be empowered to influence the types for better job performance. The study implied that empowered leadership is contagious as the circle of empowerment includes employees too and this finally results in the best employee experience (Allan, Willis, & Tian, 2018).

Need for the Study

The theoretical models of Organizational Citizenship Behaviour and Positive Psychology have been researched across global fortune companies. It is a belief that employees with work passion and positive mental health can achieve wonders in their job roles. However, there is a dearth of studies comparing these two models. Hence, the researchers felt the comparative study between OCB and Positive Psychology may throw some light on the importance of workplace passion translated into OCB traits and the impact of these traits on the emotional well-being of the employees. Indeed, the emotional well-being of employees will lead to consistent and longitudinal job performance. Besides, organizational citizenship behaviours and PERMA traits may be ingrained in the professional aspirants in the academic corridors so that they can find more meaning in their work while conserving their emotional well-being.

Theoretical Development of OCB and PERMA Model **Organizational Citizenship Behaviour**

The Social Exchange Theory is one of the instrumental theories that led to a concrete foundation for the evolution of Organizational Citizenship Behaviour. The social exchange theory predominantly dealt with the nature of interpersonal relationships that prevailed in the social set-up. Further, the theory studied the nature of behavioural exchanges in the social context the how these behavioural patterns influenced the belongingness of the people involved in these transactions (Homans, 1958).

The theory of Organizational Citizenship Behaviour is a derivation from the construct of Extra-role behaviour that focused on the job behavioural patterns of the employees that were beyond the objective measurement. These extra-role behaviours were the sequels of employees' emotional connection with their job roles or organization (Podsakoff, Blume, & Whiting, 2009). The antecedent of contextual performance is one of the major contributors to the development of OCB Theory. The antecedents of contextual job performance like

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

enthusiasm, compliance, cooperation, and volunteering helped further studies into citizenship behaviours of the employees and later the OCB constructs were formulated. Further, the studies involving the contextual job behaviours of the employees acted as a torch bearer for the researchers to evolve and strengthen the validity and reliability of the model Organizational Citizenship Behaviour (Borman & Motowildo, 1997).

The model of Organizational Citizenship Behaviour captured the attention of researchers during the 1990s as there was a tremendous necessity to identify the job behaviours that maximized the outcome of workplace productivity. These citizenship behaviours had their dynamics and a good number of metanalytical studies in this area helped in establishing the correlation between the extra-role behaviours and the citizenship behaviours among the employees. Further, it is implied that these citizenship behaviours are subjective in nature and cannot be measured through the stipulated assessments meant for job appraisals. These citizenship behaviours being subtle and dynamic in nature are very vulnerable to workplace deficiencies or deviations (Organ, 1988).

Based on the existing literature on organizational citizenship behaviour, Organizational citizenship behaviour may be defined as an extra-role behaviour of employees that is discretionary and doesn't come under a job role. Such behaviour is not recognized by the reward system but continues to impact the effective functioning of the organization (Paine & Organ, 2000). The dimensions of Organizational Citizenship Behaviour include Altruism, conscientiousness, Courtesy, Sportsmanship & Civic Sense (Organ, 1988)

- **Altruism:** The term is defined as the selfless workplace behaviours of the employees where they intend to help their colleagues without any expectations (Smith, Organ, & Near, 1983)
- **Compliance:** It is defined as a set of an employee's behaviours that go beyond the job requirements of the organization and these behaviours refer to the employees' behaviour comply with the rules and regulations of the organization (Organ., 1988).
- **Loyalty:** It is defined as a set of behaviours that displays a sense of belonging or emotional connection with the organization or the job role (Smith, Organ, & Near, 1983)
- **Sportsmanship:** It is defined as the employees' acceptance levels towards prevailing organizational circumstances and the employees' intention to avoid the escalation of workplace matters to the higher authorities (Organ, 1988).

PERMA Model

PERMA is a model comprising the antecedents of positive psychology. The concept of positive psychology was a reactionary tool to treat the effects of World War I and World War II wherein the people suffered various psychological abnormalities. Besides, Abraham Maslow and Carl Rogers, popular humanist psychologists during those times, played a crucial role in influencing the model of positive psychology. Humanist psychologists inferred that the abnormal behavioural and thinking patterns of people can be treated through positive approaches (Srinivasan, 2015). Unlike the stream psychology that employs in treating psychosomatic disorders, positive psychology aims at nurturing positive emotions and generate more happiness in one's life. The term eudaimonia has been extensively used in positive psychology and it infers that the main focus of positive psychology is to promote

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

subjective well-being, happiness, a sense of fulfilment and healthy relationships among the people (Nyabul & Situma, 2014).

Martin Seligman Mihaly Robert C (2002) propounded the concept of positive psychology and they defined positive psychology as "*the scientific study of positive human functioning and flourishing on multiple levels that include the biological, personal, relational, institutional, cultural, and global dimensions of life.*" The definition infers that positive psychology is a holistic dimension of an individual's psychological or emotional well-being. The implied holistic psychological well-being is considered to be an indispensable personal trait to achieve higher standards of personal or professional satisfaction. Besides, Martin Seligman infers that psychology was termed to be a disease model dealing with the pathological issues of humans. However, the emergence of Positive psychology transformed the psychology model from a disease model to a happiness model. This happiness model aimed at reengineering the behavioural or cognitive patterns for creating meaningful and happier life (Seligman & Csikszentmihalyi, 2000). Further, positive psychology, being aimed at creating better living conditions, focuses on nurturing and strengthening the fundamental aspects of life that are termed signature strengths. These signature-strengthens also determine the individuals to choose and excel in their chosen profession. Indeed, these character strengths help in the SWOT analysis of an individual and work on the areas of concern and build on the existing behavioural competencies (Seligman M. , 2002).

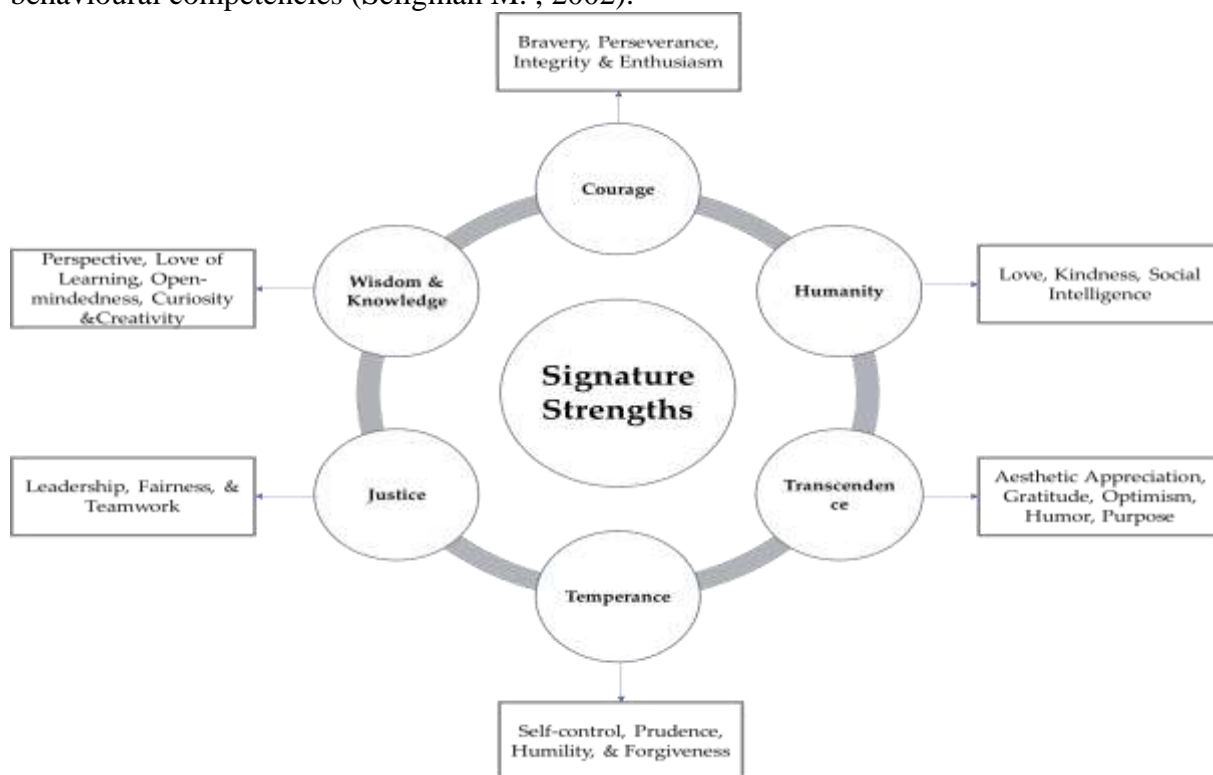


Fig. 1. Character Strengths

Source: Developed by the author based on existing literature

The subjective nature of positive psychology germinated various validity or reliability concerns among the research community. Although the dimensions and antecedents of positive psychology were more relevant to contemporary life conditions, it was more subjective, and the tangibility of the research outcome was a crucial concern. Hence, Martin

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Seligman developed a quantifiable model called PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment).

- **Positive Emotion:** It is a sense of feeling gratitude and forgiveness towards the negative circumstances in life. Further, it aims to nurturing hope and optimism towards the future (Diener & Seligman, 2004).
- **Engagement:** An individual's intense desire to engage with the activities (social/professional/personal) without expecting anything in return (Diener & Seligman, 2004).
- **Relationships:** A strong sense of belonging towards the people and the quality of relationships maintained by an individual without any monetary or personal expectations (Diener & Seligman, 2004).
- **Meaning:** An individual's perception of day-to-day activities and the purpose that he/she finds in doing those activities. These activities may include spiritual, charity, community service or personal endeavors (Diener & Seligman, 2004).
- **Accomplishment:** An individual's dedication or focus towards achieving one's professional goals and the amount of psychological or physical effort invested to achieve those goals (Diener & Seligman, 2004).

REVIEW OF LITERATURE

One of the research studies infers that Organizational citizenship behaviour had a greater impact on the social behaviour of employees. Besides, the employees with citizenship behavioural traits displayed higher levels of resilience to workplace conflicts and the study also reflected on the employees' sense of accomplishment towards their work and personal life. There was a positive correlation between OCB and the sense of accomplishment and the employees with low OCB traits are assumed to have a lower sense of accomplishment (Manish, Hemang, & Shailendra, 2016). One of the multisampling studies undertaken on the medical nurses inferred that the nurses with citizenship behaviours experienced lower levels of occupational burnout and there was a correlation among the citizenship behaviours, occupational burnout, and the emotional well-being of the respondents. This infers that employees who have ingrained citizenship behaviours can directly influence their emotional well-being and the risk of occupational burnout (Schaufeli & Bakker, 2004).

A study on the correlation among OCB traits, Signature Strengths and work satisfaction and the study inferred that there is a positive correlation among the three variables. Besides, employees with citizenship behaviours are more viable to increase their character/signature strengths which resulted in higher levels of work-life satisfaction. The study demonstrated that the signature strengths as enshrined in positive psychology directly influenced the employees' job satisfaction, work passion, work engagement and meaning attached to the work (Lavy & Littman-Ovadia, 2016). A study was conducted on determining the influence of Organizational Citizenship behaviour on psychological well-being. The study was to ascertain the amount of influence citizenship behaviours have on one's emotional well-being and positivity towards one's job roles. The study ascertained that the employees with citizenship behaviours demonstrated good signs of emotional health with a positive attitude towards their job roles. Besides, it is also inferred that people with prosocial behaviours at the workplace scored higher in the happiness index (Peterson, Park, & Seligman, 2005).

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Objectives of the Study

The objective of the study is to understand if there any relationship between the employees' Organizational Citizenship behaviours and the PERMA model as stipulated in positive psychology. Besides, the research also aims at studying the influence of citizenship traits on the PERMA of employees.

Hypothesis

H₁ – There is an evident correlation between organizational citizenship behaviour and PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment).

H₂ – Organizational citizenship behaviour has a significant influence on the PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment).

METHODOLOGY

Research Design

The study involves the two variables like organizational citizenship behaviours and the PERMA model. As it involves the correlation between these variables, the researchers have adopted a correlation research design.

Sample Frame and Sample Design

The sample frame for the study will be the employees of the banking sector across India. The Stratified Sampling Method is adopted in this research study.

The respondent profile for the survey would include private bank employees (New Generation Private Sector Banks) with 3 years of experience in the same organization. It is also inferred that the employees with approximately a few years of experience in the same organization are more probable to inculcate OCB traits (Meymand Mohammad & Harandi.A, 1989). Besides, the research comprises the population with experience of 3-4 years in the same organization.

Sample Frame

The study comprises the total sample population of 100 respondents (F=50, M=50). The population belong to the age group of 25-30 years. The respondents are currently working various private sector banks (New Generation) in India.

Table 1: Questionnaires

Variable	Questionnaire	Dimensions	Number of Items	Reliability	Author and Year	Publisher
Organizational Citizenship Behaviour	OCBS–JS-Organizational Citizenship Behaviour Scale	Altruism, Organizational Compliance, Sportsmanship & Loyalty	36	0.85	S. Jain & V. Sharma, 2008	National Psychological Corporation
PERMA	The PERMA-Profiler	Positive Emotions, Engagement, Relationships, Meaning & Accomplishment	23	0.94	Julie Butler & Margaret L. Kern, 2016	International Journal of Wellbeing

DATA INTERPRETATION AND DISCUSSION

H₁ – There is an evident correlation between organizational citizenship behaviour and PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment).

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Table 2: Pearson Correlation between OCB Traits and PERMA Model

OCB DIMENSION	PE	ENG	REALP	MNG	ACCOM
ALTRUISM	.33*	.21*	.52*	.24*	.18*
LOYALTY	.28*	.39*	.51*	.57*	.29*
COMPLIANCE	.23*	.21*	.14*	.18*	.12*
SPORTSMANSHIP	.34*	.56*	.39*	.18*	.52*

*.01 has been considered for the significance level

Legend: OCB-Organizational Citizenship Behaviour, PE-Positive Emotions, ENG-Engagement, REALP-Relationship, MNG-Meaning, ACCOM-Accomplishment.

The researchers used Pearson Correlation to ascertain the relationship between the two variables Organizational Citizenship behaviour and PERMA. The analysis inferred that there is a significant positive correlation between OCB and PERMA. As reflected in Table 2, Altruism has higher correlation value with Relationships ($r=.52$) which mean that the employees with higher levels of altruism displayed greater importance towards cultivating positive relationships. Altruism generated significant correlation value with PE, ENG and MNG respectively ($r=.33$, $r=.21$, & $r=.24$). However, the correlation value between altruism and accomplishment was comparatively less ($r=.18$) but it is significant. The second dimension of OCB called Loyalty has a greater correlation value with Relationship and Meaning respectively ($r=.51$ & $r=.57$) and it is evident that the employees with a greater sense of loyalty tend to value their relationships at the workplace and associate a strong meaning to their work or organization. Loyalty also displayed a significant correlation value with other dimensions of PERMA like PE, ENG & ACCOM ($r=.28$, $r=.39$ & $r=.29$). Compliance has shown a significant correlation with all the dimensions of PERMA. Further, Sportsmanship has a significant correlation with Engagement and Accomplishment ($r=.56$ and $r=.52$) compared to other dimensions like Positive Emotions, Relationships and Meaning ($r=.34$, $r=.39$ and $r=.18$ respectively).

In continuation to the above discussion, it is inferred that the OCB traits of employees can predict the PERMA dimensions which means that the employees with higher OCB traits tend to display strong mental well-being like positive emotions, engagement, relationships, meaning in life and driven by the sense of accomplishment.

H₂ – Organizational citizenship behaviour has significant influence on the PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment).

Table 3: Step-by-step Regression Analysis Predicting the IV (OCB) and DV (PERMA)

	R	R ²	SEM	F Value	Beta
DV: Positive Emotions					
Altruism	.29	.26	2.11	13.58*	.29
Altruism, Loyalty	.24	.18	2.79	6.36*	.27, .21
Altruism, Loyalty, Compliance	.27	.21	3.12	14.73*	.25, .16, .29
Altruism, Loyalty, Compliance, Sportsmanship	.24	.25	4.18	8.91*	.26, .18, .38
DV: Engagement					
Altruism	.21	.19	3.53	8.45*	0.21
Altruism, Loyalty	.31	.16	4.25	9.62**	.19, .43
Altruism, Loyalty, Compliance	.27	.15	5.22	6.72*	.18, .21, .19
Altruism, Loyalty, Compliance, Sportsmanship	.31	.28	3.89	8.1*	.16, .18, .24
DV: Relationship					
Altruism	.43	.29	5.66	17.56*	0.43
Altruism, Loyalty	.61	.32	4.48	20.63**	.27, .51

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Altruism, Loyalty, Compliance	.39	.23	2.34	17.49*	.24, .20, .35
Altruism, Loyalty, Compliance, Sportsmanship	.32	.28	3.09	8.65*	.23, .19, .26
DV: Meaning					
Altruism	.24	.14	4.87	7.95*	0.24
Altruism, Loyalty	.36	.09	3.21	7.76*	.15, .32
Altruism, Loyalty, Compliance	.48	.13	4.76	14.65*	.17, .13, .41
Altruism, Loyalty, Compliance, Sportsmanship	.31	.31	4.18	12.45*	.16, .14, .24
DV: Accomplishment					
Altruism	.18	.11	3.67	6.66*	0.18
Altruism, Loyalty	.19	.16	2.38	13.78*	.14, .15
Altruism, Loyalty, Compliance	.21	.14	3.89	11.56*	.16, .13, .22
Altruism, Loyalty, Compliance, Sportsmanship	.48	.29	4.27	8.54*	.18, .11, .43

*Significant at .01 level, ** Significant at .05 level.

The step-by-step regression analysis, as reflected in Table 2, inferred that there is a significant correlation between OCB (Dimensions – Altruism, Loyalty, Compliance and Sportsmanship) and PERMA of Employees (Positive Emotions, Engagement, Relationship, Accomplishment). It is inferred that altruism predicted positive emotions with multiple R as .33 ($F=13.48$, $p<0.1$, $\beta=.33$, $R=0.14$). Besides, Loyalty predicted positive emotions with multiple R .24 ($F=6.36$, $p<0.1$, $\beta=.19$, $R=0.07$). The third dimension of OCB, Loyalty predicted positive emotions with Multiple R as 0.32 ($F=14.73$, $p<0.1$, $\beta=.17$, $R=0.11$). The fourth dimension of OCB that is Sportsmanship predicted multiple R as .36 ($F=8.91$, $p<0.1$, $\beta=.16$, $R=0.13$).

OCB with the second dimension of PERMA that Engagement showed significant prediction value. It is inferred that altruism predicted engagement with multiple R as .21 ($F=8.45$, $p<0.1$, $\beta=.21$, $R=0.07$). The Loyalty predicted engagement with Multiple R as .31 ($F=9.62$, $p<0.1$, $\beta=.18$, $R=0.14$). Compliance's multiple R is .27 ($F=8.45$, $p<0.1$, $\beta=.21$, $R=0.09$). The fourth dimension of OCB that is Sportsmanship predicted multiple R as .31 ($F=8.1$, $p<0.1$, $\beta=.29$, $R=0.12$).

OCB with the third dimension of PERMA that is Relationship showed significant prediction value. It is inferred that altruism predicted a relationship with multiple R as .52 ($F=17.56$, $p<0.1$, $\beta=.52$, $R=0.29$). The Loyalty predicted relationship with Multiple R as .61 ($F=20.63$, $p<0.1$, $\beta=.22$, $R=0.32$). Compliance's prediction with relationship multiple R is .52 ($F=17.49$, $p<0.1$, $\beta=.21$, $R=0.27$). The fourth dimension of OCB is Sportsmanship predicted relationship multiple R as .31 ($F=8.65$, $p<0.1$, $\beta=.20$, $R=0.13$).

OCB with the third dimension of PERMA that is Relationship showed significant prediction value. It is inferred that altruism predicted a relationship with multiple R as .52 ($F=17.56$, $p<0.1$, $\beta=.52$, $R=0.29$). The Loyalty predicted relationship with Multiple R as .61 ($F=20.63$, $p<0.1$, $\beta=.22$, $R=0.32$). Compliance's prediction with relationship multiple R is .52 ($F=17.49$, $p<0.1$, $\beta=.21$, $R=0.27$). The fourth dimension of OCB that is Sportsmanship predicted relationship multiple R as .31 ($F=8.65$, $p<0.1$, $\beta=.20$, $R=0.13$).

OCB with the fourth dimension of PERMA that is Meaning showed significant prediction value. It is inferred that altruism predicted meaning with multiple R as .52 ($F=17.56$, $p<0.1$, $\beta=.52$, $R=0.08$). The Loyalty predicted relationship with Multiple R as .15 ($F=7.76$, $p<0.1$, $\beta=.18$, $R=0.07$). Compliance's prediction with relationship multiple R is .28 ($F=14.65$,

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

$p < 0.1$, $\beta = .15$, $R = 0.09$). The fourth dimension of OCB that is Sportsmanship predicted relationship multiple R as .31 ($F = 12.45$, $p < 0.1$, $\beta = .19$, $R = 0.12$).

OCB with the fifth dimension of PERMA that is Accomplishment showed significant prediction value. It is inferred that altruism predicted accomplishment with multiple R as .18 ($F = 6.66$, $p < 0.1$, $\beta = .18$, $R = 0.04$). The Loyalty predicted accomplishment with Multiple R as .19 ($F = 13.78$, $p < 0.1$, $\beta = .15$, $R = 0.05$). Compliance's prediction with accomplishment multiple R is .21 ($F = 11.56$, $p < 0.1$, $\beta = .22$, $R = 0.06$). The fourth dimension of OCB that is Sportsmanship predicted accomplishment multiple R as .23 ($F = 8.54$, $p < 0.1$, $\beta = .19$, $R = 0.06$).

CONCLUSION

In continuation to the secondary and primary data, it is inferred that the traits of organizational citizenship behaviour can predict and influence the PERMA dimensions in the employees leading to better emotional well-being and higher workplace productivity. The citizenship behaviours displayed by the employees have a plausible influence on the employees' emotional health and it can drastically reduce the chances of occupational burnout in future. Besides, OCB traits promote the mindful engagement of employees in their work which enhances workplace outcome. The OCB traits are intrinsically aligned with the employees' meaning or purpose that they find in their job roles. It is inferred that the employees who find meaning or purpose in their day-to-day job roles fulfil their responsibilities with greater levels of passion. Further to the benefits of citizenship traits among the employees, employees' positive workplace relationships are immensely influenced by the nature of their behavioural patterns. Employees with OCB traits can maintain rewarding relationships with their colleagues. It is implied that the ingrained OCB traits can drive employees to accomplish their chosen personal or professional goals.

Recommendation

Considering the role and importance of organizational citizenship in promoting psychological well-being and evolving astute professionals, it is recommended that organizations can redesign their HR practices and increase employee engagement strategies. Indeed, the employees' citizenship behaviours grow stronger as the organizations cultivate the feeling of belonging. Consequent to the citizenship behaviours, the employees may experience positive emotional health and this leads to better job performance.

REFERENCES

- Allan, L., Willis, S., & Tian, A. W. (2018). When Empowering Employees Works, and When It Doesn't. *Harvard Business Review*, 155-168.
- Bolino, M., & Klotz, A. (2017, September). How to Motivate Employees to Go Beyond Their Jobs. *Harvard Business Review*, 75-91.
- Borman, W., & Motowildo, S. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Resource*, 19(10), 99-109.
- Chi, K., Klotz, A., He, W., & Reynolds, S. (2016, September). Pushing Employees to Go the Extra Mile Can Be Counterproductive. *Harvard Business Review*, 12(4), 43-54.
- Diener, E., & Seligman, M. (2004). Beyond Money: Toward an Economy of Well-Being. *Psychological Science in the Public Interest*, 5(1), 1-31.
- Homans, G. C. (1958). Social Behavior as Exchange. *American Journal of Sociology*, 63(6), 597-606.

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

- Lavy, S., & Littman-Ovadia, H. (2016). My Better Self: UsStrengths at Work and Work Productivity, Organizational Citizenship Behavior, and Satisfaction. *Journal of Career Development*, 65(4), 28-43.
- Manish, K., Hemang, J., & Shailendra, S. (2016). Organizational Citizenship Behavior & Employee. *The Indian Journal of Industrial Relations*, 51(1), 583-602.
- Meymand Mohammad, M., & Harandi.A. (1989). The relationship between self-efficacy and reviewing the employees' citizenship behavior management of the Ministry of Science, Technology and Research. *Human Resource Management Research*, 22(3), 56-64.
- Mohammad, J., Zakaria, S., & Farzana, Q. (2010). Organizational citizenship behavior and commitment: Do age and tenure make any difference? *Business and Management Quarterly Review*, 29(2), 55-63.
- Nyabul, P. O., & Situma, J. W. (2014). the Meaning of Eudemonia in Aristotle's Ethics. *International Journal*, 2(3), 65-74.
- Organ, D. (1988). Organizational citizenship behaviour: The Good Soldier Syndrome Lexington. *Journal of Advanced Studies in Humanities and Social Science*, 53(1), 154-163.
- Organ., D. W. (1988). Organizational citizenship behaviour: The Good Soldier Syndrome Lexington. *Journal of Advanced Studies in Humanities and Social Science.*, 7(8), 154-163.
- Paine, J. B., & Organ, D. (2000). The cultural matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observances. *Human Resource Management Review*, 10(2), 234-243.
- Paine, J. B., & Organ, D. (2000). The cultural matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observances. *Human Resource Management Review*, 10(12), 234-243.
- Peterson, C., Park, N., & Seligman, M. E. (2005). Orientations to happiness and life satisfaction: The full versus the empty life. *Journal of Happiness Studies*, 1(5), 25-41.
- Podsakoff, N., Blume, B. D., & Whiting, S. W. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 1(94), 122-141.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources and their Relationship with Burnout and Engagement: A Multisample Study. *Journal of Organizational Behaviour*, 25(4), 293-315.
- Seligman, M. (2002, February 18). *Positive Psychology Center*. Retrieved February 10, 2022, from University of Pennsylvania: <https://ppc.sas.upenn.edu/>
- Seligman, M. E., & Csikszentmihalyi, M. (2000). Positive Psychology: An Introduction. *American Psychologist*, 55(1), 5-14.
- Smith, C., Organ, D., & Near, J. (1983). Organizational citizenship behavior: Its nature & antecedents. *Journal of Applied Psychology*, 68(4), 653-663.
- Smith, C., Organ, D., & Near, J. (1983). Organizational citizenship behavior: Its nature & antecedents. *Journal of Applied Psychology*, 68(4), 653-663.
- Smith, C., Organ, D., & Near, J. (1988). Organizational citizenship behavior: Its nature & antecedents. *Journal of Applied Psychology*, 68(4), 653-663.
- Srinivasan, T. S. (2015, February 11). *Positive Psychology.com*. Retrieved February 9, 2022, from Positive Psychology Program: <https://positivepsychology.com/founding-fathers/>

A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model

Acknowledgement

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Umashankar, K. & Varma, P. (2023). A Study on the Relationship between Organizational Citizenship Behaviour and Seligman's PERMA Model. *International Journal of Indian Psychology*, 11(2), 905-915. DIP:18.01.094.20231102, DOI:10.25215/1102.094