

## Dimensions of Organizational Citizenship Behaviors (OCB)

1. **Helping behavior** – most frequently involves voluntarily helping others with, or preventing the occurrence of, work-related problems, also includes peacemaking, cheerleading, facilitation, and courtesy.
2. **Sportsmanship** – a willingness to tolerate the inevitable inconveniences and impositions of work without complaining, also maintaining a positive attitude even when things do not go one’s way, not being offended when others do not follow suggestions, willing to sacrifice personal interest for the good of the work group, and not taking the rejection of ideas personally.
3. **Organizational loyalty** – consists of speaking well of others, spreading goodwill, protecting the organization, and endorsing, supporting, and defending organizational objectives. Essentially, organizational loyalty entails promoting the organization to outsiders, protecting, and defending it against external threats, and remaining committed to it even under adverse conditions.
4. **Organizational compliance** – internalization and acceptance of the organization’s rules, regulations, and procedures, which results in unflinching adherence to them. The reason this behavior is regarded as a form of citizenship behavior is that even though everyone is expected to obey company regulations, rules, and procedures at all times, many employees do not. Therefore, an employee who regularly obeys all rules and regulations, even when no one is watching, is regarded as a “good citizen”.
5. **Individual initiative** – engaging in task-related behaviors at a level that is consistently above expected levels. Such behaviors include acts of creativity and innovation to improve one’s job or the organization’s performance, persisting with extra effort to accomplish one’s job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. All of these behaviors share the same idea that the employee is going “above and beyond” the call of duty.
6. **Civic virtue** – a commitment to the organization as a whole. This is shown by a willingness to participate actively in its governance (for example, attend meetings, engage in policy debates, express one’s opinion about what strategy the organization ought to follow); to monitor its environment for threats and opportunities (for example, keep up with the change in the industry that might affect the organization); and look out for its best interests (for example, reporting fire hazards or suspicious activities, locking doors), even at a personal cost. These behaviors reflect a person’s recognition of being part of a larger whole in the same way that citizens are members of a country and accept the responsibilities that entail.
7. **Self-development** – improving one’s knowledge, skills, and abilities on one’s own. This includes seeking out and taking advantage of advanced training courses, keeping track of developments in one’s field and area, and learning a new set of skills to expand the range of one’s contributions to an organization.

## Dimensions of Adaptive Behaviors

Handling emergencies or crises	Reacting with appropriate and proper urgency in dangers or emergencies, quickly analyzing options for dealing with crises and their implications; making split-second decisions based on clear and focused thinking; and maintaining emotional control and objectivity while keeping focused on the situation at hand.
Handling work stress	Remaining composed and cool when faced with difficult circumstances or a highly demanding workload or schedule; not overreacting to unexpected news or situations maintaining frustration well by directing effort to constructive solutions rather than blaming others; demonstrating resilience and the highest level of professionalism in stressful circumstances.
Solving problems creatively	Employing unique types of analyses and generating new, innovative ideas in complex areas; turning problems upside-down and inside-out to find fresh new approaches; integrating seemingly unrelated information and developing creative solutions entertaining wide-ranging possibilities others may miss; thinking outside the given parameters to see if there is a more effective approach.
Dealing with uncertain and unpredictable work situations	Taking effective action when necessary without having to know the total picture or have all of the facts at hand; readily and easily changing gears in response to unpredictable or unexpected events and circumstances; effectively adjusting plans; actions, or priorities to deal with changing situations; imposing structure for self and others that provides as much focus as possible in dynamic situations.
Learning work tasks and technology	Demonstrating enthusiasm for learning new approaches and technologies for conducting work; doing what is necessary to keep knowledge and skills current; quickly and proficiently learning new methods or how to perform previously unlearned tasks; adjusting to new work processes and procedures; anticipating changes in the work demands and searching for and participating in work assignments or training that will prepare self for these changes.
Demonstrating interpersonal adaptability	Being flexible and open-minded when dealing with others; listening to and considering others' viewpoints and opinions and altering your own opinion when it is appropriate to do so; being open and accepting to developmental or negative feedback regarding work; working well and developing effective relationships with highly diverse personalities; demonstrating keen insight for others' behaviors.
Demonstrating cultural adaptability	Taking action to learn about and understand the climate, orientation, and needs of other groups, organizations, or cultures; willingly being comfortable with different values, customs, and cultures; willingly adjusting behavior or appearance as necessary to comply with or show respect for others' values and customs; understanding the implications of one's actions.
Demonstrating physically orientated adaptability	Adjusting to challenging environment states such as extreme heat, humidity, cold, or dirtiness; frequently pushing physically to complete strenuous or demanding tasks; adjusting muscular strength or weight or becoming proficient in performing physical tasks necessary for the job.