

Management and Marketing *Public Webinar*

The Complexity of Organizational Citizenship Behavior: An Ongoing Effort to Understand the Dark Side of the “Good Soldier” Syndrome



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Date: 11 Jun 2021 (Fri)
Time: 09:00 – 10:30 a.m. (Public lecture)
10:30 – 11:00 a.m. (Q&A session)
Venue: Online via Zoom

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Mark Bolino (mbolino@ou.edu) is the David L. Boren Professor and Michael F. Price Chair in International Business in the Price College of Business at the University of Oklahoma. He is the PhD Director for the Price College of Business. His research focuses on employees' willingness to go the extra mile for their organizations, impression management in the workplace, and global careers and work experiences, and has been published in *Academy of Management Annals*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of International Business Studies*, and *Personnel Psychology*, among others. He currently serves as an Associate Editor at the *Journal of Management* and *Journal of Organizational Behavior*. He also serves on the editorial review boards of *Academy of Management Review* and *Journal of Applied Psychology*.

Abstract

Recent research acknowledges that prosocial behavior and organizational citizenship behavior (OCB) can have both “bright” and “dark” sides. In this presentation, I will describe how I became interested in this topic and the opportunities and challenges of investigating the negative aspects of an ostensibly positive behavior. I will provide a brief overview of some of the key research my coauthors and I have conducted in this area over the years, including the role of impression management motives, the personal costs of citizenship, citizenship fatigue, and citizenship and moral licensing. I will also present the findings of my latest research with colleagues regarding the citizenship communication strategies that employees use with their partners and how these strategies influence individual initiative OCB, work-family conflict, and partner satisfaction.