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When corporate social responsibility motivates employee citizenship behavior: The sensitizing role of task significance

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ABSTRACT

Scholars have proposed that organizations' corporate social responsibility (CSR) efforts are often positively associated with employees' organizational citizenship behaviors (OCB) and have invoked identity-based mechanisms to explain this relationship. Complementing these perspectives, we develop a CSR sensitivity framework that explains how task significance, a micro-level job characteristic, can sensitize employees to their organizations' macro-level CSR efforts, thereby strengthening the association between CSR and OCB. Across three field studies, we find that CSR and task significance interact to predict OCB, such that an organization's CSR is more positively associated with OCB among employees who report higher task significance than among those who report lower task significance. Furthermore, we find support for prosocial motivation as a mediator of this interactive effect, but we do not find evidence for several alternative mediators. We discuss the implications of our findings for the literatures on CSR, job design, and other-oriented approaches to organizational behavior.

1. Introduction

For-profit organizations are engaging in corporate social responsibility (CSR) initiatives with increasing frequency (Aguinis & Glavas, 2012; Morgeson, Aguinis, Waldman, & Siegel, 2013). CSR has been defined as the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011, p. 855), and as "the responsibility of enterprises for their impact on society" (European Commission, 2011, p. 6). Organizations' CSR initiatives can involve a large variety of activities, including philanthropic giving, community development programs, volunteerism initiatives, and environmental sustainability programs (Rupp & Mallory, 2015). Fortune 500 companies currently collectively spend upwards of $15 billion a year on CSR (Financial Times, 2014), and almost all of the world's largest 250 companies report on their CSR (KPMG International, 2013).

In addition to contributing to society and the natural environment, CSR is also valued by those who work in organizations (Rupp & Mallory, 2015). Indeed, employees tend to have more positive attitudes about their organization when it engages in CSR (e.g., Brammer, Millington, & Rayton, 2007; De Roeck, Marique, Stinglhamber, & Swaen, 2014). Therefore, a major component of most CSR programs involves efforts to communicate the organization's socially responsible activities to its employees. Such communications can involve, for instance, reporting on recent CSR efforts and the organization's CSR philosophy via email, the company website or intranet, or the company newsletter. For example, an excerpt from Nike's corporate social responsibility report (Nike, 2016) states, "Our vision is clear. To help NIKE, Inc. and our consumers thrive in a sustainable economy where people, profit, and planet are in balance. To get there, we're integrating sustainable principles and practices into everything we do: design; developing sustainable materials; rethinking processes; advocating for change in the industry. To measure our progress, we set ambitious long-term targets and report on our performance." Communications about CSR can also be incorporated into staff meetings and departmental meetings. Some companies even have corporate volunteering programs that allow employees to volunteer for non-profit organizations through their workplace (Grant, 2012; Jones, 2010).

Given the positive attitude members of organizations have towards CSR, scholars have begun to investigate how CSR affects employee behaviors (for an extensive review, see Rupp & Mallory, 2015). One form of behavior that is particularly relevant is organizational citizenship behavior (OCB). OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward

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system, and that in aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). Examples of OCB include giving up personal time to help others at work and showing concern towards one's peers (Lee & Allen, 2002; Smith, Organ, & Near, 1983). Proactive, prosocial behaviors such as OCB are critical for modern organizations. As Grant, Parker, and Collins (2009, pg. 31–32) noted, "As the world of work becomes increasingly uncertain, it is no longer enough for employees to complete their assigned tasks. Organizational success and survival depends on proactivity – anticipatory action taken by employees to have an impact on the self or the environment." Indeed, a meta-analysis found that higher levels of OCB significantly predicted organizational productivity, efficiency, and customer satisfaction, as well as employees' performance evaluations and promotions (Podsakoff, Whiting, Podsakoff, & Blume, 2009). These results suggest that better understanding how organizations' CSR activities influence employee OCB is extremely important for modern organizations.

Several recent studies have begun to explore the relationship between CSR and OCB (e.g., De Gilder, Schuyt, & Breedijk, 2005; Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Lin, Lyau, Tsai, Chen, & Chiu, 2010). These studies have primarily identified identity-based mechanisms – for instance, moral identity or organizational identification – in explaining the relationship between CSR and OCB. For instance, one paper (Rupp, Shao, Thornton, & Skarlicki, 2013) argues and finds that the positive relationship between CSR and OCB is more pronounced among employees high in moral identity. Other papers (Farooq, Rupp, & Farooq, 2017; Jones, 2010; Shen & Benson, 2016) suggest that CSR increases employee's organizational identification, which has a positive impact on their OCB. Although these findings provide useful insights about the link between CSR and OCB, we argue that an identity-based lens may be insufficient to fully understand the relationship. Specifically, although identity-related concerns are one important driver of employees' workplace behavior, there are a variety of other factors that can also influence this behavior. In particular, a wide variety of research has identified motivation (see Locke & Latham, 2004 for a review) and in particular prosocial motivation (Grant & Mayer, 2009) as a critical antecedent of proactive behaviors such as OCB. We therefore set out to complement existing research by exploring the potential for a motivational pathway to transmit the effects of organizations' CSR activities to their employees' OCB. In this research, we develop and test what we refer to as a "CSR sensitivity" theoretical framework, which helps explain when, why, and how organizations' CSR efforts can encourage OCB. The framework is grounded in research suggesting that when employees are aware of the beneficial effects of their actions on others, they desire to make an even greater positive difference in others' lives (Grant et al., 2007; Lemoine, Parsons, & Kansara, 2015). It proposes that task significance – a job-level characteristic defined as the extent to which one's work has a positive impact on other people (Grant, 2008; Hackman & Oldham, 1976; Morgeson & Humphrey, 2006) – influences the degree to which organization-level CSR activities increase employees' prosocial motivation, and hence, their OCB. We argue that when employees have jobs high in task significance, they become more sensitive to the social implications of their own actions and the actions of their organization. In this way, working in a job that enables one to make a prosocial difference increases one's sensitivity to whether one's organization is making a positive difference in society through CSR. Therefore, we propose that the positive association between CSR and OCB via prosocial motivation is likely to be stronger among employees whose jobs are higher in task significance. These predictions are summarized in Fig. 1. We test the model in three field surveys of working individuals employed across a variety of organizations and industries.

Collectively, this package of studies offers several important theoretical contributions. First, we add to a burgeoning literature focused on the effects of CSR at the micro level by introducing the notion of CSR sensitivity – the idea that some employees, due to characteristics of their jobs, might be more sensitive to the CSR in their organization, thus strengthening the effects of CSR on their behavior. Our focus on task significance follows from our interest in the motivational component of the CSR-OCB relationship, as task significance is a feature of the work context that can increase employees' concern with their own prosocial impact (Grant, 2008). Extending prior research, we argue that a job high in task significance also makes employees more sensitive to their organization's influence on others, thereby strengthening the association between CSR and OCB. This motivational lens, including task significance as a moderator and prosocial motivation as a mediator, represents a novel theoretical contribution of our research, and we suggest that it is a useful complement to existing identity-based approaches to understanding the micro-level research on CSR. We also contribute to the literature on job design, which explains how attributes of an individual's jobs and tasks influence their motivation and performance (Grant, 2008; Hackman & Oldham, 1976; Morgeson & Humphrey, 2006). Although job design research is fundamentally a micro-level endeavor related to the job itself, our studies suggest it is also important to examine how these micro-level characteristics interact with the macro-level features of the organizations in which these jobs are embedded. Specifically, our research suggests that micro-level task significance may influence employees' reactions to more macro-level CSR initiatives within the organization. Third, we contribute to the growing research on other-oriented approaches to organizational behavior (e.g., De Dreu, 2006; Grant, 2007; Meglino & Korsgaard, 2004). Our theoretical model is unique in that it explains how externally-focused organizational activities (CSR) can encourage other-oriented employee motivation and behavior (prosocial motivation and OCB) under conditions of high task significance. In this way, we explain how prosocial activities at different levels of the organization can reinforce one another, influencing prosocial motivation and behavior.

2. Theoretical background

We propose that employees can differ in their level of *CSR sensitivity*, which we define as the extent to which employees are behaviorally influenced by their organizations' CSR activities. We argue that employees who are more sensitive to their company's CSR are more likely to respond or react to their organizations' CSR efforts by experiencing increased prosocial motivation and engaging in OCB, whereas employees lower in CSR sensitivity are less likely to respond in such a fashion. This argument is supported by prior research that has established that the consequences of CSR can differ for different employees. For example, studies have found that individuals vary in the extent to which they value such activities, and therefore individuals vary in the extent to which they are likely to be influenced by their organizations'

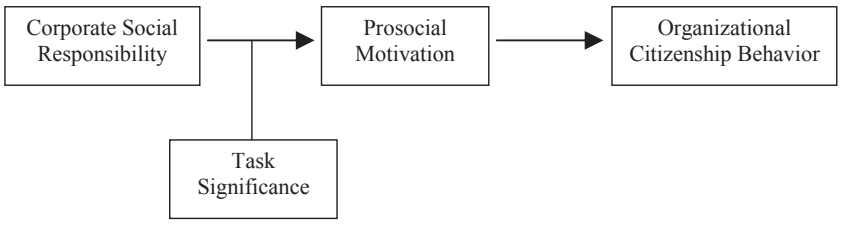

Fig. 1. Theoretical model.

CSR activities (Evans & Davis, 2011; Gully, Phillips, Castellano, Han, & Kim, 2013; Rupp et al., 2013; Tsai, Joe, Lin, & Wang, 2014). To date, differences in employees' responsiveness to CSR have primarily been explained as a function of stable individual differences such as personality, values, and prior experience. Although stable individual differences may explain some of the variance in responses to CSR, organizations may be limited in their ability to change or select on these characteristics. As such, individual difference explanations may be limited in their practical implications and applications for organizations.

Our theorizing extends the literature by proposing that task significance is an aspect of individuals' personal work experiences that can also influence their CSR sensitivity. Job design theory identifies task significance as an essential job dimension that allows workers to experience greater work meaningfulness (Hackman & Oldham, 1976, 1980), prosocial impact (Grant, 2008) and social worth (Grant, 2008). Those with high task significance are more aware of the social importance of their jobs – they recognize that the work they do has a meaningful and positive effect on the lives of others.

We argue that employees whose jobs are higher in task significance are likely to be more responsive to their organizations' CSR activities than those whose jobs are lower in task significance. Research on the virtuous cycle of making a positive difference (Grant et al., 2007; Lemoine et al., 2015) suggests that helping others can motivate employees to engage in even more prosocial behavior. In particular, we propose that individuals who make a positive difference by executing their specific job-related duties become more sensitive to the possibility of helping in other areas, not only directly through their work but also indirectly by contributing to their organization's mission. In this way, employees whose work is high in task significance are likely to become more sensitive to their organization's CSR efforts, and when they detect their organization's positive efforts at CSR, these employees are more likely to experience a further boost in prosocial motivation. In contrast, individuals with jobs lower in task significance do not experience the same interest in finding other avenues for prosocial behavior and therefore are less likely to respond to their organizations' CSR activities.

We thus propose that when employees have jobs higher in task significance, there is a more positive relationship between CSR and prosocial motivation. A positive feedback loop (Weick, 1979) is formed between prosocial activities at the micro (job) and macro (organizational) level. This positive feedback loop enhances employees' prosocial motivation, inspiring them to seek out even more avenues through which they can benefit others, thereby encouraging additional prosocial behavior (Grant, 2007). However, when individuals are not sensitized to these CSR efforts because their jobs are lower in task significance, there is a less positive relationship between CSR and prosocial motivation. Stated differently, we propose that the interaction between CSR and task significance has an important influence on employees' prosocial motivation – the desire to benefit other people (Grant, 2007, 2008).[1]

We further propose that employees who experience higher levels of prosocial motivation as a result of their organization's CSR are more likely to engage in OCB. We focus on OCB aimed at benefiting specific individuals within the organization. Although the OCB literature (e.g., Organ, 1988; Williams & Anderson, 1991) also considers OCB that benefits the organization in general, OCB directed towards individual members is more relevant to our theorizing because it is more closely associated with prosocial motivation. In particular, a desire to help others is highly likely to inspire employees to assist coworkers who have work-related problems or heavy workloads. On the other hand, OCB that benefits the organization might be associated with general compliance (Organ & Konovsky, 1989; Smith et al., 1983) or organizational concern motives (Finkelstein, 2006; Finkelstein & Penner, 2004; Rioux & Penner, 2001), rather than prosocial concerns. Not surprisingly, research on the link between prosocial motivation and OCB has found that prosocial motivation predicts OCB that benefits individuals, but not OCB that benefits the organization (McNeely & Meglino, 1994).

In summary, we argue that high levels of task significance make employees more sensitive to their organization's CSR because task significance activates an increased desire to have a positive social impact, thereby making individuals more responsive to the social effects of their organization's activities. They display a more positive relationship between their organization's CSR and their prosocial motivation. Specifically, we hypothesize that task significance moderates the relationship between CSR and OCB, such that the relationship is more positive for employees who report high task significance than those who report low task significance. We further hypothesize that it is prosocial motivation, a motivational mechanism, which drives these relationships.

Hypothesis 1. Employees' task significance moderates the relationship between their organizations' CSR and their OCB such that there is a stronger positive relationship for employees who report high task significance than those who report low task significance.

Hypothesis 2. The interaction between CSR and task significance on employees' OCB is mediated by their prosocial motivation.

3. Overview of studies

We tested our hypotheses with three survey-based field studies in an effort to constructively replicate the findings (Lykken, 1968). Study 1 was a single-source study of working adult employees. Studies 2 and 3 were multi-source studies of working adult employees and their supervisors. Across the three studies, we explored whether the interaction between CSR and task significance predicts OCB, through the mediating mechanism of prosocial motivation. We also explored alternative mediators in all three studies. In Study 1, we explored alternative explanations for the interaction between CSR and task significance, such as employees' perceptions of the consistency in cues from their organization about how prosocially they should behave, as well as their perceptions that their organization is engaging in greenwashing. In Study 2, we explored self-esteem, a self-oriented mechanism, as an alternative mediator. In Study 3, we compared the effects of prosocial motivation with the identity-based mechanisms identified in prior studies.

4. Study 1

Study 1 tested Hypotheses 1 and 2 by exploring the interactive effect of CSR and task significance on OCB, as mediated by employees' prosocial motivation.

4.1. Participants

We utilized a snowball sampling method (Grant & Mayer, 2009; Greenbaum, Mawritz, & Eissa, 2012; Lee & Allen, 2002; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Morgeson & Humphrey, 2006; Piccolo, Greenbaum, Hartog, & Folger, 2010; Skarlicki & Folger, 1997) to recruit working adult employees to complete an online survey. We first extended an invitation to participate in this study to 455

[1] A recent review of the literature on prosocial motivation (Bolino & Grant, 2016) revealed some ambiguity about the exact nature of prosocial motivation. Some scholars have conceptualized prosocial motivation as a trait or disposition (e.g., Grant, 2008; Meglino & Korsgaard, 2004; Rioux & Penner, 2001), while others have focused on prosocial motivation as a state that is influenced by the situation or context (Grant & Berry, 2011; Grant et al., 2007). This ambiguity reflects Higgins' perspective that elements of personality can be both traits – in that certain individuals are chronically higher or lower on these over time – and states – in that the level of a particular construct can change over time due to aspects of the situation (Higgins & Brendl, 1995; Higgins, King, & Mavin, 1982). Consistent with the latter view, in this article we conceptualize prosocial motivation as a temporary and contextually-induced state.

undergraduate students at a Midwestern university. Students were instructed to find a working adult who was willing to fill out an online survey about his or her work experiences. Each student provided contact information for the employee they recruited. We reached out to the employees through the email addresses provided. The emails contained a link to the online survey. As an incentive, participating students received extra credit for their involvement.

A total of 455 employees were contacted for this study. The response rate was 57.14%, giving us full data for 260 individuals. Since the goals of CSR initiatives are already closely aligned with the mission of non-profit and government organizations, CSR initiatives are more likely to be found in for-profit organizations where the economic bottom line is typically the priority. Therefore, we decided to focus our analyses on 176 individuals (70.52%) who were employed in for-profit organizations. Next, following guidelines from Meade and Craig (2012), we excluded 44 cases identified as careless responses because the respondents either used the same scale anchor point to respond to an unusually long string of consecutive items, took excessive time to complete the survey (suggesting inattention), or failed an attention check question embedded in our data, resulting in a final sample of 132 employees. All participants were employees working in the United States and represented a variety of industries. They were 45.5% male and had a mean age of 42.79 years (SD = 13.06). They reported working with their supervisor for an average of 5.08 years (SD = 5.79).

4.2. Measures

4.2.1. CSR

Based on a review of the literature on CSR (Aguinis & Glavas, 2012; Rupp & Mallory, 2015) and the literature on measuring CSR (Chatterji, Levin, & Toffel, 2009; El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015; Maignan & Ferrell, 2000; Mattingly & Berman, 2006; Turker, 2009), we created eight items that describe employees' perceptions that their organization is generally active in CSR. The items in this measure reflect the two major CSR dimensions – community relations and environmental sustainability – that previous micro-level research on CSR has focused on (e.g., Jones, Willness, & Madey, 2014; Rupp et al., 2013). They were asked the extent to which their company "*gives adequate contributions to charities,*" "*helps the local community,*" "*takes an active interest in conserving the environment,*" "*cares about the well-being of people in general (i.e., well-being of employees, customers, suppliers, shareholders, local community),*" "*is socially responsible,*" "*cares about issues that affect their community,*" "*acts in a responsible manner towards people in general,*" and "*is active in social responsibility.*" Participants answered on a five-point Likert-type scale (1 = *not at all*, 5 = *to a very large extent*). The scale had a strong internal reliability (α = 0.91).

We also asked participants to complete the discretionary citizenship subscale of Maignan and Ferrell's corporate citizenship measure (α = 0.75). The two measures were significantly positively correlated (r = 0.72, p = 0.00). A confirmatory factor analysis (CFA) on items in both measures revealed that the two-factor model, with items from our measure representing one factor and items from the Maignan and Ferrell measure representing the second factor, showed the best fit to the data (Ratio x^2/df = 1.19, CFI = 0.99, TLI = 0.99, RMSEA = 0.04). We also conducted a CFA on just the eight items in our measure. Results of the CFA revealed that a one-factor model with all eight items had a better fit to the data (Ratio x^2/df = 1.30, CFI = 0.99, TLI = 0.99, RMSEA = 0.05) than other models with two or more factors. In short, our measure is positively associated with but distinct from another CSR measure, and the items in our measure hold together and load on a single factor.

4.2.2. Task significance

We used the task significance portion of Morgeson and Humphrey's (2006) Work Design Questionnaire to assess participants' task significance. This four-item measure (α = 0.88) consists of items such as, "*The results of my work are likely to significantly affect the lives of other people*" and "*The job has a large impact on people outside my organization.*" Participants responded to these items on a seven-point Likert-type scale (1 = *strongly disagree*, 7 = *strongly agree*).

4.2.3. OCB

Participants responded to a five-item scale for OCB directed toward individuals (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; α = 0.83). They indicated the extent to which they agreed with statements about their work behaviors, such as "*I help others who have been absent*" and "*I help others who have work related problems.*" Responses were recorded on a seven-point Likert-type scale (1 = *never*, 5 = *always*).

4.2.4. Prosocial motivation

Participants completed the prosocial motivation scale developed by Grant (2008). The scale measures participants' state-level prosocial motivation and starts with the question, "Why are you motivated to do your work?" and then allows respondents to respond to four items (α = 0.95). Items include "*Because I want to help others through my work*" and "*Because I want to have positive impact on others through my work.*" Responses were recorded on a seven-point Likert-type scale (1 = *strongly disagree*, 7 = *strongly agree*).

4.2.5. Alternative mediators

Because we propose that prosocial motivation is an additional pathway through which CSR and task significance influence employees' OCB, it is important to demonstrate that our results are robust to the inclusion of other potential pathways. As such, we explored a variety of alternative mediators across our three studies. The first alternative mediator we explored was employees' perceptions of the consistency of cues they receive from their organization about whether prosocial behavior is expected. Research in organizational behavior and human resources (Bowen & Ostroff, 2004; Meyer, Tsui, & Hinings, 1993; Salancik & Pfeffer, 1978) suggests that consistency across multiple organizational cues plays an important role in determining employee behavior. It is possible that both CSR and task significance represent prosocial cues that organizations send to their employees, and it is only when these cues are consistent that participants engage in OCB. To measure cue consistency, participants responded to three items we created (α = 0.66): "*I receive consistent cues from my organization that being prosocial is valued,*" "*My organization sends consistent messages about expectations for engaging in prosocial behavior,*" and "*I receive conflicting signals from my organization about how prosocial I should behave (reverse-coded)*" (1 = *strongly disagree*, 7 = *strongly agree*).

Another alternative mediator we explored was greenwashing, a process whereby organizations engage in CSR to manage stakeholders' impressions and protect their own corporate reputations (Bansal & Clelland, 2004; Lyon & Maxwell, 2011). We wondered if employees might be more likely to be skeptical about their organization's CSR initiatives when they do not feel like their jobs are meaningful, and if their subsequent perceptions of greenwashing might diminish their OCB. To measure greenwashing, participants responded to three items we created (α = 0.96): "*My organization has poor social and environmental performance but sells itself as socially responsible,*" "*My organization misleads others about its social responsibility practices,*" and "*My organizations misrepresents the social and/or environmental benefits of its products and services.*" (1 = *strongly disagree*, 7 = *strongly agree*).

4.2.6. Control variables

We included several demographic variables to control for their influence on prosocial motivation and OCB. Employee gender was included as a control variable since research has shown gender differences in prosociality (Eagly & Crowley, 1986). We controlled for employee age because researchers have found that older people tend to be more prosocial (Omoto, Snyder, & Martino, 2000). Employee rank

Table 1
Study 1 means, standard deviations, and correlations.

Variables	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11
1. CSR	5.37	1.03	(0.91)										
2. Task significance	4.83	1.41	0.19*	(0.88)									
3. OCB	4.96	1.14	0.09	0.07	(0.83)								
4. Prosocial motivation	5.77	0.90	0.26**	0.37**	0.25**	(0.95)							
5. Employee gender	0.55	0.50	−0.02	−0.02	0.10	0.13	–						
6. Employee age	42.79	13.06	−0.05	−0.10	0.04	−0.01	−0.08	–					
7. Employee rank	2.70	1.51	0.06	−0.01	0.05	−0.06	−0.37**	0.36**	–				
8. Employee tenure	3.10	1.76	0.02	0.15	0.15	0.12	−0.02	0.50**	0.28**	–			
9. Supervisor relationship	5.08	5.79	−0.08	0.07	0.10	0.07	0.05	0.31**	0.22*	0.60**	–		
10. Cue consistency	4.35	1.15	0.40**	0.24**	0.08	0.21*	−0.02	−0.09	0.01	0.05	−0.10	(0.66)	
11. Greenwashing	2.05	1.14	−0.45**	−0.19*	0.10	−0.16	0.04	−0.02	−0.11	−0.16	−0.07	−0.43**	(0.96)

Notes. Cronbach's alphas appear on the diagonals in parentheses. For gender, 0 = male, and 1 = female. For rank, 1 = low ranking employee, 2 = supervising employee, 3 = middle management, 4 = vice president, 5 = top management team, and 6 = CEO/owner. For employee tenure, 1 = less than a year, 2 = 1–5 years, 3 = 6–10 years, 4 = 11–15 years, 5 = 16–20 years, 6 = 21–25 years, 7 = 25 + years. Age and supervisor relationship are in years. $N = 132$.

* $p < 0.05$.

** $p < 0.01$.

Table 2
Regression results for Study 1.

Regression model	DV: Self-Rated OCB					
	Model 1		Model 2		Model 3	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	4.94 (0.10)**	[4.74, 5.13]	4.94 (0.10)**	[4.73, 5.13]	4.89 (0.10)**	[4.69, 5.09]
Employee gender	0.24 (0.22)	[−0.19, 0.67]	0.24 (0.22)	[−0.20, 0.67]	0.23 (0.22)	[−0.19, 0.66]
Employee age	−0.00 (0.01)	[−0.02, 0.01]	−0.00 (0.01)	[−0.02, 0.02]	−0.00 (0.01)	[−0.02, 0.02]
Employee rank	0.05 (0.08)	[−0.21, 0.10]	0.05 (0.08)	[−0.21, 0.11]	0.07 (0.08)	[−0.22, 0.09]
Employee tenure	0.11 (0.08)	[−0.05, 0.26]	0.10 (0.08)	[−0.06, 0.26]	0.08 (0.08)	[−0.08, 0.24]
Supervisor relationship	0.00 (0.02)	[−0.04, 0.05]	0.00 (0.02)	[−0.04, 0.05]	−0.00 (0.02)	[−0.05, 0.04]
Cue consistency	0.15 (0.10)	[−0.04, 0.34]	0.11 (0.10)	[−0.09, 0.31]	0.11 (0.10)	[−0.08, 0.31]
Greenwashing	0.20 (0.10)*	[0.01, 0.40]	0.25 (0.10)*	[0.05, 0.46]	0.22 (0.10)*	[0.01, 0.43]
CSR			0.16 (0.11)	[−0.07, 0.38]	0.15 (0.11)	[−0.07, 0.37]
Task significance			0.03 (0.08)	[−0.12, 0.18]	0.02 (0.08)	[−0.13, 0.17]
CSR × Task significance					0.15 (0.06)*	[0.02, 0.27]
R^2	0.07		0.08		0.12	
ΔR^2	–		0.02		0.04*	

* $p < 0.05$.

** $p < 0.01$.

was included as a control since it is associated with the amount of power one has at work (French & Raven, 1959), which has been linked to prosociality (Tost, Wade-Benzoni, & Johnson, 2015). Employee organizational tenure and the length of the relationship between the employee and his/her supervisor were included as controls since length of time spent in an organization has been linked to prosociality (Van Dyne, Graham, & Dienesch, 1994).

4.3. Study 1 results

We conducted a CFA to examine the dimensionality of the four factors representing CSR, task significance, prosocial motivation and OCB. Results from the CFA of four different models are displayed in the Appendix. Chi-square difference tests revealed that the four-factor model fit the data well (Ratio $x^2/df = 1.64$, CFI = 0.95, TLI = 0.94, RMSEA = 0.07), and better than all other alternative models (i.e., three-factor, two-factor and one-factor models). The descriptive statistics for Study 1 are displayed in Table 1.

Table 2 presents a summary of the linear regression results. Following Aiken and West (1991), we mean-centered the independent variable (CSR), the moderator variable (task significance) and all control variables. As shown in Table 2, the results of the regression analyses with OCB as the dependent variable indicated no significant main effects of CSR, $b = 0.15$, $SE = 0.11$, $t = 1.35$, $p = 0.18$, or task significance, $b = 0.02$, $SE = 0.08$, $t = 0.30$, $p = 0.76$. However, there was a statistically significant interaction between CSR and task significance, $b = 0.15$, $SE = 0.06$, $t = 2.33$, $p = 0.02$, $\Delta R^2 = 0.04$ (see Fig. 2).[2] Simple slopes analysis demonstrated that when task significance was high (1 SD above the mean), the relationship between CSR and OCB was positive and significant, $t = 2.52$, $p = 0.01$. When task significance was low (1 SD below the mean), the relationship was not significant, $t = -0.39$, $p = 0.70$. This supports Hypothesis 1.

We predicted that prosocial motivation mediates the interaction effect between CSR and task significance on supervisor-rated OCB. We tested for moderated mediation using a series of linear regressions (see Table 3). We conducted the first regression with prosocial motivation as the dependent variable. The results revealed a significant interaction between CSR and task significance, $b = 0.13$, $SE = 0.05$, $t = 2.93$, $p < 0.01$, $\Delta R^2 = 0.05$ (see Fig. 3). Simple slopes analysis demonstrated that when task significance was high (1 SD above the mean), the relationship between CSR and prosocial motivation was positive and significant, $t = 3.46$, $p < 0.01$. When task significance was low (1 SD below the mean), the relationship was not significant, $t = -0.26$,

[2] When we run these analyses without the exclusion criteria, the interactions between CSR and task significance on prosocial motivation and on OCB were no longer significant. Please contact the first author for more specific details. We make a note of this issue of data quality in our discussion of Study 1.

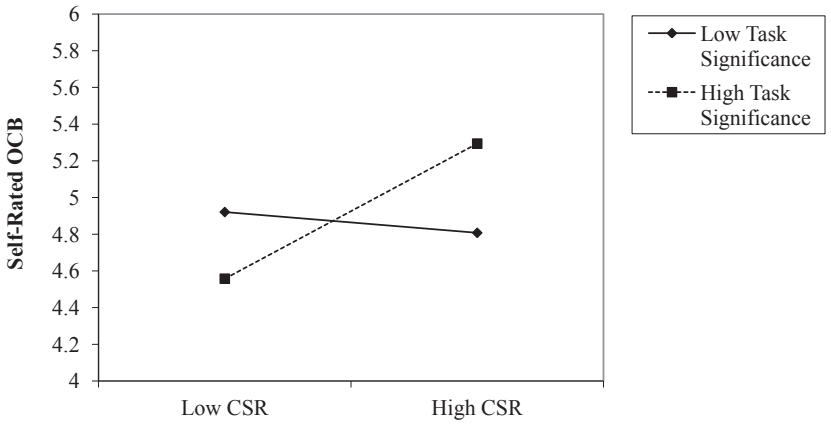

Fig. 2. Interaction of CSR and Task Significance on Self-Rated OCB (Study 1).

Table 3
Regression results for moderated mediation model in Study 1.

Regression model	Dependent variables							
	Mediator Model 1 *Prosocial Motivation*		Mediator Model 2 *Cue Consistency*		Mediator Model 3 *Greenwashing*		DV Model *OCB*	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	5.75 (0.07)**	[5.61, 5.89]	4.36 (0.09)	[4.18, 4.54]	2.04 (0.09)**	[1.86, 2.21]	4.90 (0.10)**	[4.71, 5.10]
Employee gender	0.23 (0.16)	[−0.08, 0.53]	−0.02 (0.20)	[−0.41, 0.38]	0.03 (0.19)	[−0.35, 0.42]	0.17 (0.22)	[−0.25, 0.60]
Employee age	0.00 (0.01)	[−0.01, 0.02]	−0.01 (0.01)	[−0.02, 0.01]	0.00 (0.01)	[−0.01, 0.02]	−0.00 (0.01)	[−0.02, 0.01]
Employee rank	−0.04 (0.06)	[−0.07, 0.15]	−0.00 (0.07)	[−0.14, 0.15]	−0.06 (0.07)	[−0.08, 0.20]	0.08 (0.08)	[−0.23, 0.08]
Employee tenure	−0.00 (0.06)	[−0.12, 0.11]	0.08 (0.07)	[−0.06, 0.23]	−0.09 (0.07)	[−0.23, 0.05]	0.08 (0.08)	[−0.08, 0.24]
Supervisor relationship	0.01 (0.02)	[−0.02, 0.04]	−0.03 (0.02)	[−0.07, 0.01]	−0.01 (0.02)	[−0.05, 0.03]	−0.00 (0.02)	[−0.05, 0.04]
Prosocial motivation			0.11 (0.12)	[−0.13, 0.34]	−0.04 (0.11)	[−0.28, 0.17]	0.27 (0.13)*	[0.02, 0.52]
Cue consistency	0.06 (0.07)	[−0.08, 0.21]			−0.26 (0.09)**	[−0.43, −0.09]	0.10 (0.10)	[−0.10, 0.29]
Greenwashing	−0.04 (0.07)	[−0.19, 0.11]	−0.27 (0.09)**	[−0.45, −0.09]			0.23 (0.11)*	[0.03, 0.44]
CSR	0.16 (0.08)*	[0.00, 0.32]	0.25 (0.10)*	[0.05, 0.45]	−0.35 (0.10)**	[−0.54, −0.16]	0.11 (0.11)	[−0.11, 0.33]
Task significance	0.18 (0.05)**	[0.07, 0.29]	0.10 (0.07)	[−0.05, 0.24]	−0.04 (0.07)	[−0.18, 0.10]	−0.03 (0.08)	[−0.18, 0.13]
CSR × Task significance	0.13 (0.05)**	[0.04, 0.22]	−0.03 (0.06)	[−0.15, 0.09]	0.09 (0.06)	[−0.03, 0.20]	0.11 (0.06)	[−0.02, 0.24]
R^2	0.27		0.28		0.32		0.15	

* $p < 0.05$.
** $p < 0.01$.

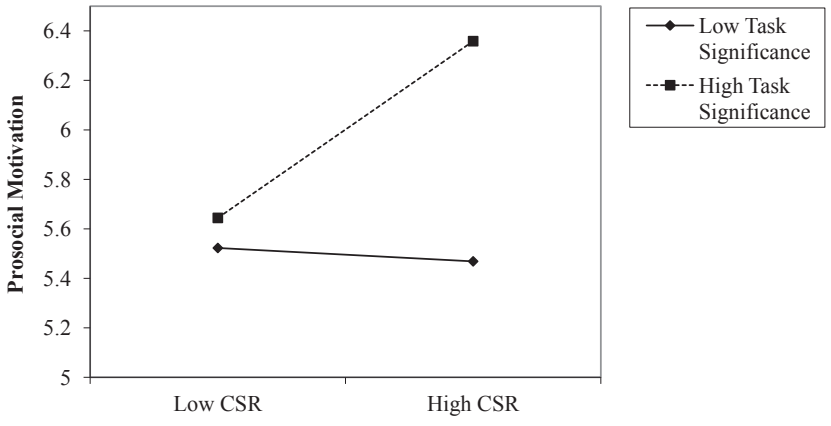

Fig. 3. Interaction of CSR and Task Significance on Prosocial Motivation (Study 1).

$p = 0.79$. The second regression had cue consistency as the dependent variable. The results revealed that the interaction between CSR and task significance was not significant, $b = -0.03$, $SE = 0.06$, $t = -0.52$, $p = 0.60$, $\Delta R^2 = 0.00$. The third regression had greenwashing as the dependent variable. The results revealed that the interaction between CSR and task significance was not significant, $b = 0.09$, $SE = 0.06$, $t = 1.50$, $p = 0.14$, $\Delta R^2 = 0.01$. In the final regression model, we had OCB as our dependent variable. We found a significant effect of prosocial motivation ($b = 0.27$, $SE = 0.13$, $t = 2.11$, $p = 0.04$), and the interaction between CSR and task significance became non-significant, $b = 0.11$, $SE = 0.06$, $t = 1.73$, $p = 0.09$.

To further test if prosocial motivation mediates the effect of CSR on OCB when task significance is high but not when task significance is low, we used Model 8 of the PROCESS macro (Hayes, 2013) to generate bootstrap confidence intervals for the conditional indirect effect of CSR on OCB via prosocial motivation at different levels of task significance. We used 5000 bootstrap samples. When task significance was high (1 SD above the mean), the indirect effect of CSR on OCB through

prosocial motivation was significant [*indirect effect* = 0.09, *SE* = 0.06, *95% C.I.* (0.0030, 0.2337)]. When task significance was low (1 SD below the mean), the indirect effect through prosocial motivation was not significant [*indirect effect* = −0.01, *SE* = 0.04, *95% C.I.* (−0.1050, 0.0580)]. Thus, Hypothesis 2 was supported.

Using the same bootstrapping procedure, we investigated whether cue consistency and greenwashing mediates the effect of CSR on OCB. When task significance was high (1 SD above the mean), the indirect effect of CSR on OCB through cue consistency was not significant [*indirect effect* = 0.02, *SE* = 0.03, *95% C.I.* (−0.0118, 0.1105)]. When task significance was low (1 SD below the mean), the indirect effect through cue consistency was also not significant [*indirect effect* = 0.03, *SE* = 0.03, *95% C.I.* (−0.0138, 0.1301)]. Also, when task significance was high (1 SD above the mean), the indirect effect of CSR on OCB through greenwashing was not significant [*indirect effect* = −0.05, *SE* = 0.04, *95% C.I.* (−0.1503, 0.0017)]. When task significance was low (1 SD below the mean), the indirect effect through greenwashing was significantly negative [*indirect effect* = −0.11, *SE* = 0.05, *95% C.I.* (−0.2519, −0.0249)]. In sum, the indirect effect of CSR on OCB via cue consistency was not significant. However, the indirect effect of CSR on OCB via greenwashing was significantly negative when task significance was low but not when it was high.

4.4. Study 1 discussion

Study 1 provided evidence consistent with our hypotheses that task significance moderates the effect of CSR on employees' OCB, and that these relationships are mediated by prosocial motivation. The effect of CSR on OCB was positive and significant among employees with jobs high in task significance but not significant among those with jobs low in task significance. Furthermore, the indirect effect of CSR on OCB via prosocial motivation was positive and significant when task significance was high but not when task significance was low. These findings are in line with our theoretical arguments that task significance sensitizes employees to their organization's CSR efforts. In addition, we tested but did not find support for cue consistency as an alternative mediator. It is also notable that although we did not hypothesize a mediating effect of greenwashing, we found some evidence that greenwashing may serve to mediate a negative effect of CSR on OCB among those low in task significance. This finding may be worthy of future investigation.

One limitation of Study 1 is data quality. After implementing a rigorous screening procedure, a significant number of cases in our original sample were identified as potentially careless responses. Unfortunately, all surveys are susceptible to careless responding, particularly when they are administered online and researchers lack environmental control (Meade & Craig, 2012). We believe that the extra steps we took in our studies to identify careless responses ensured that our final analyses were performed on high-quality data and our conclusions are valid. However, these steps resulted in a fairly high number of participants being excluded. Another limitation of Study 1 is that it has single-source data – although same-source bias is unlikely to influence interaction effects (Evans, 1985). To overcome these limitations, we used multi-source data in Studies 2 and 3 and implemented more rigorous controls to our sampling procedure to reduce the prevalence of careless responding.

5. Study 2

Study 2 sought to replicate and extend the findings in Study 1 with a multi-source design involving focal employees and their immediate supervisors. Specifically, focal employees rated the independent variable, moderator variable and mediator variable, and supervisors rated the dependent variable. In addition, to ensure that our results cannot be explained by self-oriented mechanisms, we tested self-esteem as a potential alternate mediator.

5.1. Participants

In Study 2, we utilized a similar snowball sampling method to that used in Study 1. We instructed 215 undergraduate students at a university in the South to recruit employee-supervisor dyads. A total of 215 employee-supervisor dyads were recruited for this study. Response rates were 80.00% for focal employees and 77.21% for supervisors, giving us full data for 146 full employee-supervisor dyads. We identified and dropped three cases of careless responses because the respondents used the same scale anchor point to respond to an unusually long string of consecutive items, resulting in a final sample of 143 employee-supervisor dyads. Focal employees were 49.20% male and had a mean age of 27.32 years (*SD* = 10.53). Their average organization tenure was 4.38 years (*SD* = 5.42). Supervisors were 65.6% male and had a mean age of 40.71 years (*SD* = 11.69). Their average organization tenure was 7.98 years (*SD* = 7.45).

5.2. Measures

Focal employees completed measures of CSR (α = 0.90), task significance (α = 0.89), and prosocial motivation (α = 0.92). We used the same measures as in Study 1. Supervisors rated their employees' OCB using Lee and Allen's (2002) scale. Supervisors were presented with the eight items for OCB directed toward individuals (α = 0.88). They indicated the extent to which they agreed with statements about their work behaviors, such as "*My employee helps others who have been absent*" and "*My employee willingly gives time to help others who have work-related problems.*" Responses were recorded on a five-point Likert-type scale (1 = *strongly disagree*, 5 = *strongly agree*).

We also explored an additional alternative mediator – self-esteem. It is possible that a self-focused mechanism, specifically, positive self-evaluations based on being a part of the company (Marsh, 1986; Rosenberg, 1979), was driving the interaction effects. Given that both task significance and CSR are socially desirable elements of organizations, when employees experience high levels of task significance in organizations that engage in high levels of CSR, they may be likely to evaluate themselves more positively for being a part of such a good organization. These positive self-views, and the desire to preserve these positive self-views, might motivate them to engage in OCB. We assessed self-esteem with a shortened self-esteem scale (Tafarodi & Swann, 1995). Participants responded to three items about how working at their company makes them feel (α = 0.82): "*secure in my sense of self-worth,*" "*comfortable with myself,*" and "*good about who I am*" (1 = *strongly disagree*, 5 = *strongly agree*).

Finally, we included the same set of control variables as in Study 1 – employee gender, age, rank, organizational tenure and length of employee-supervisor relationship. Since this study involves supervisors evaluating their employees, controlling for length of employee-supervisor relationship also helps account for any positive bias in supervisor evaluations. Relationship length is associated with a more positive relationship (Levin, Whitener, & Cross, 2006), which may bias supervisor perceptions of the employee.

5.3. Study 2 results

We first performed a CFA to examine the dimensionality of the four constructs representing CSR, task significance, prosocial motivation and OCB. Results from the CFA of four different models are displayed in the Appendix. Chi-square difference tests revealed that the four-factor model fit the data well (Ratio x^2/df = 1.16, CFI = 0.98, TLI = 0.98, RMSEA = 0.03), and better than a series of alternative models (i.e., three-factor, two-factor and one-factor models). The descriptive statistics for Study 2 are displayed in Table 4.

Table 5 presents a summary of the linear regression results. The results of regression analyses with OCB as the dependent variable indicate no significant main effects of CSR, *b* = 0.11, *SE* = 0.11,

Table 4
Study 2 means, standard deviations, and correlations.

Variables	*M*	*SD*	1	2	3	4	5	6	7	8	9	10
1. CSR	3.29	0.83	(0.90)									
2. Task significance	4.88	1.49	0.53**	(0.89)								
3. OCB	4.17	0.56	0.06	−0.05	(0.88)							
4. Prosocial motivation	3.80	0.75	0.30**	0.32**	0.35**	(0.92)						
5. Employee gender	0.51	0.50	−0.02	−0.13	0.06	0.02	–					
6. Employee age	27.32	10.53	0.08	0.06	0.17*	0.22**	0.22*	–				
7. Employee rank	1.56	0.93	−0.06	−0.01	0.11	0.24**	−0.03	0.39**	–			
8. Employee tenure	4.38	5.42	0.11	0.04	0.15	0.27**	0.21*	0.72**	0.35**	–		
9. Supervisor relationship	3.00	4.55	0.19*	−0.01	0.15	0.23*	0.19*	0.60**	0.33**	0.76**	–	
10. Self-esteem	3.88	0.67	0.30**	0.32**	0.21**	0.31**	0.15	0.15	0.09	0.21*	0.17*	(0.82)

Notes. Cronbach's alphas appear on the diagonals in parentheses. For gender, 0 = male, and 1 = female. For rank, 1 = non-management, 2 = line management, 3 = middle management, and 4 = senior/executive management. Employee age, employee tenure and supervisor relationship are in years. $N = 143$.

* $p < 0.05$.

** $p < 0.01$.

Table 5
Regression results for Study 2.

Regression model	DV: Supervisor-Rated OCB					
	Model 1		Model 2		Model 3	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	4.14 (0.07)**	[4.00, 4.27]	4.13 (0.07)**	[3.99, 4.27]	4.03 (0.08)**	[3.88, 4.19]
Employee gender	0.02 (0.15)	[−0.27, 0.31]	−0.01 (0.15)	[−0.31, 0.28]	0.01 (0.15)	[−0.28, 0.30]
Employee age	0.00 (0.01)	[−0.02, 0.03]	0.00 (0.01)	[−0.02, 0.03]	0.00 (0.01)	[−0.02, 0.02]
Employee rank	0.05 (0.08)	[−0.11, 0.21]	0.05 (0.08)	[−0.11, 0.22]	0.05 (0.08)	[−0.11, 0.21]
Employee tenure	−0.01 (0.04)	[−0.08, 0.06]	−0.01 (0.04)	[−0.08, 0.06]	0.00 (0.03)	[−0.07, 0.07]
Supervisor relationship	0.02 (0.03)	[−0.05, 0.08]	0.01 (0.03)	[−0.05, 0.08]	0.01 (0.03)	[−0.05, 0.07]
Self-esteem	0.14 (0.12)	[−0.10, 0.37]	0.18 (0.13)	[−0.08, 0.44]	0.17 (0.13)	[−0.08, 0.41]
CSR			0.05 (0.11)	[−0.18, 0.28]	0.11 (0.11)	[−0.11, 0.34]
Task significance			−0.07 (0.06)	[−0.19, 0.06]	−0.04 (0.06)	[−0.16, 0.08]
CSR × Task significance					0.14 (0.05)*	[0.03, 0.24]
R^2	0.04		0.06		0.13	
ΔR^2	–		0.01		0.07*	

* $p < 0.05$.

** $p < 0.01$.

$t = 1.02$, $p = 0.31$, or task significance, $b = -0.04$, $SE = 0.06$, $t = -0.64$, $p = 0.53$. However, there was a statistically significant interaction between CSR and task significance, $b = 0.14$, $SE = 0.05$, $t = 2.56$, $p = 0.01$, $\Delta R^2 = 0.07$ (Fig. 4).[3] Simple slopes analysis demonstrated that when task significance was high (1 SD above the mean), the relationship between CSR and OCB was positive and significant, $t = 2.06$, $p = 0.04$. When task significance was low (1 SD below the mean), the relationship was not significant, t = -0.91, $p = 0.37$. This supports Hypothesis 1.

Hypothesis 2 proposes that prosocial motivation mediates the interactive effect between CSR and task significance on supervisor-rated OCB. We tested for moderated mediation using a series of linear regressions (see Table 6). We conducted the first regression with prosocial motivation as the dependent variable. The results revealed a significant interaction between CSR and task significance, $b = 0.14$, $SE = 0.06$, $t = 2.16$, $p = 0.03$, $\Delta R^2 = 0.05$ (see Fig. 5). Simple slopes analysis demonstrated that when task significance was high (1 SD above the mean), the relationship between CSR and prosocial motivation was positive and significant, $t = 2.34$, $p = 0.02$. When task significance was low (1 SD below the mean), the relationship was not significant, $t = -0.07$, $p = 0.95$. The second regression had self-esteem as the dependent variable. The results revealed that the interaction between CSR and task significance was not significant, $b = 0.01$, $SE = 0.05$, $t = 0.26$, $p = 0.80$, $\Delta R^2 = 0.00$. In the final regression model, we entered OCB as the dependent variable. We found a positive significant effect of prosocial motivation, $b = 0.24$, $SE = 0.09$, $t = 2.67$, $p = 0.01$. Also, the interaction between CSR and task significance falls just under traditional levels of statistical significance, $b = 0.10$, $SE = 0.05$, $t = 1.95$, $p = 0.05$.

To further test whether prosocial motivation mediates the effect of CSR on OCB when task significance is high but not when task significance is low, we used Model 8 of the PROCESS macro (Hayes, 2013) to generate bootstrap confidence intervals for the conditional indirect effect of CSR on OCB via prosocial motivation at different levels of task significance. We used 5000 bootstrap samples. When task significance was high (1 SD above the mean), the indirect effect of CSR on OCB was significant [*indirect effect* = 0.10, SE = 0.07, *95% C.I.* (0.0075, 0.2813)]. When task significance was low (1 SD below the mean), the indirect effect was not significant [*indirect effect* = −0.00, SE = 0.05, *95% C.I.* (−0.1101, 0.0773)]. Thus, Hypothesis 2 was supported.

Using the same bootstrapping procedure, we investigated whether self-esteem mediates the effect of CSR on OCB. When task significance was high (1 SD above the mean), the indirect effect of CSR on OCB through self-esteem was not significant [*indirect effect* = 0.01, *SE* = 0.03, *95% C.I.* (−0.0166, 0.1077)]. When task significance was low (1 SD below the mean), the indirect effect through self-esteem was also not significant [*indirect effect* = 0.01, *SE* = 0.03, *95% C.I.* (−0.0250, 0.0854)]. Thus, the indirect effect of CSR on OCB via self-esteem was not significant.

[3] When we run these analyses without the specified exclusion criteria, the interaction between CSR and task significance on OCB remained significant ($p = 0.02$), and the interaction between CSR and task significance on prosocial motivation became marginally significant ($p = 0.06$).

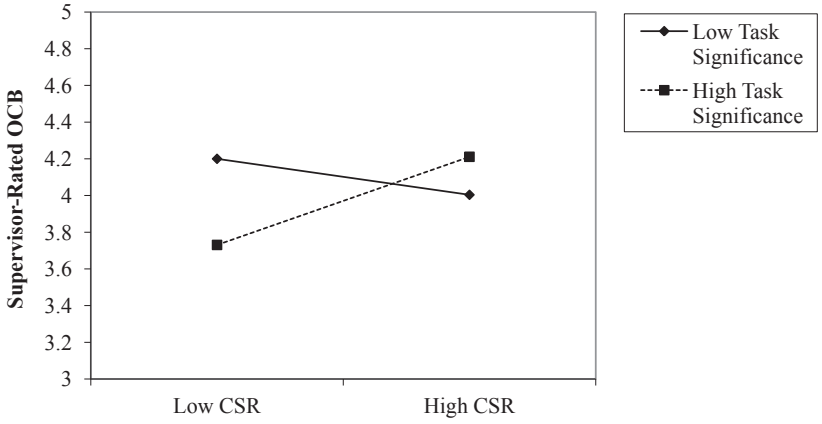

Fig. 4. Interaction of CSR and Task Significance on Supervisor-Rated OCB (Study 2).

Table 6
Regression results for moderated mediation model in Study 2.

Regression model	Dependent variables					
	Mediator Model 1 *Prosocial Motivation*		Mediator Model 2 *Self-esteem*		DV Model *OCB*	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	3.62 (0.09)	[3.44, 3.81]	3.88 (0.07)	[3.74, 4.02]	4.08 (0.08)	[3.93, 4.22]
Employee gender	0.13 (0.17)	[−0.22, 0.48]	0.25 (0.13)	[−0.01, 0.50]	−0.02 (0.14)	[−0.30, 0.26]
Employee age	−0.00 (0.01)	[−0.03, 0.02]	0.01 (0.01)	[−0.01, 0.03]	0.00 (0.01)	[−0.02, 0.02]
Employee rank	0.22 (0.10)*	[0.03, 0.41]	0.06 (0.07)	[−0.09, 0.20]	−0.00 (0.08)	[−0.16, 0.16]
Employee tenure	0.03 (0.04)	[−0.05, 0.11]	−0.01 (0.03)	[−0.07, 0.05]	−0.01 (0.03)	[−0.07, 0.06]
Supervisor relationship	−0.02 (0.04)	[−0.09, 0.06]	0.00 (0.03)	[−0.05, 0.05]	0.02 (0.03)	[−0.04, 0.07]
Prosocial motivation			0.05 (0.08)	[−0.12, 0.21]	0.24 (0.09)**	[0.06, 0.42]
Self-esteem	0.09 (0.15)	[−0.21, 0.38]			0.14 (0.12)	[−0.10, 0.38]
CSR	0.22 (0.14)	[−0.05, 0.49]	0.08 (0.10)	[−0.12, 0.28]	0.06 (0.11)	[−0.16, 0.28]
Task significance	0.12 (0.07)	[−0.02, 0.27]	0.11 (0.05)*	[0.01, 0.22]	−0.07 (0.06)	[−0.18, 0.05]
CSR × Task significance	0.14 (0.06)*	[0.01, 0.27]	0.01 (0.05)	[−0.09, 0.11]	0.10 (0.05)	[−0.00, 0.21]
R^2	0.23		0.20		0.20	

* $p < 0.05$.
** $p < 0.01$.

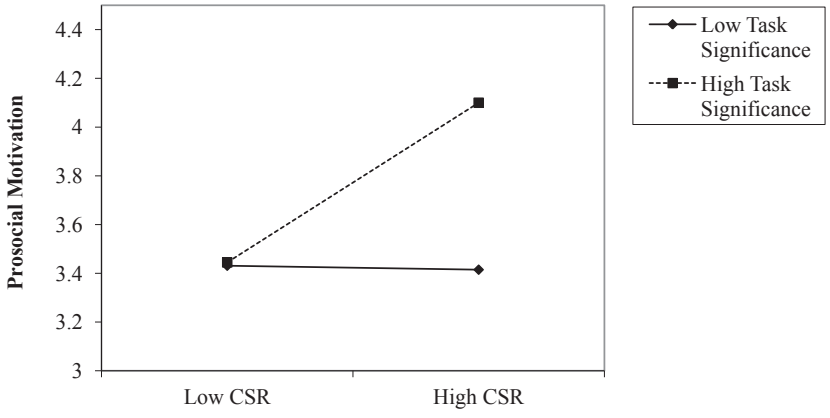

Fig. 5. Interaction of CSR and Task Significance on Prosocial Motivation (Study 2).

5.4. Study 2 discussion

Study 2 provided evidence consistent with our hypotheses that employees' task significance moderates the effect of CSR on supervisor ratings of their OCB, and that these relationships are mediated by prosocial motivation. We did not find support for the mediating role of self-esteem, suggesting that it is distinctly employees' desire to benefit other people that drives the moderating effect of task significance on the relationship between CSR and OCB. These findings are in line with the other-oriented nature of our theoretical model.

6. Study 3

Study 3 sought to replicate and extend the findings in Studies 1 and 2. Like Study 2, it had a multi-source design involving focal employees and their immediate supervisors. Furthermore, we included some of the identity-based mediating mechanisms that have been identified in prior research investigating the CSR–OCB link to examine these mechanisms as alternative explanations for our results.

Table 7
Study 3 means, standard deviations, and correlations.

Variables	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11
1. CSR	3.69	0.85	(0.93)										
2. Task significance	5.10	1.39	0.19**	(0.91)									
3. OCB	5.77	0.78	0.08	0.19*	(0.88)								
4. Prosocial motivation	6.13	0.71	0.17*	0.25**	0.29**	(0.95)							
5. Employee gender	0.53	0.50	−0.08	−0.16*	0.14	0.15*	–						
6. Employee age	42.96	12.25	−0.03	−0.08	−0.01	−0.05	0.01	–					
7. Employee rank	2.51	1.30	0.03	0.10	0.01	0.01	−0.17*	0.34**	–				
8. Employee tenure	3.24	1.70	0.09	−0.03	−0.00	−0.08	−0.10	0.53**	0.25*	–			
9. Supervisor relationship	7.89	5.90	−0.03	0.10	−0.02	0.13	0.00	0.22*	0.22*	0.44**	–		
10. Moral identity	5.54	0.71	0.24**	0.11	0.24**	0.46**	0.21**	−0.00	−0.09	−0.06	−0.05	(0.79)	
11. Organizational identification	5.62	1.00	0.37**	0.49**	−0.06	0.32**	−0.08	−0.08	0.24**	0.07	0.22*	0.08	(0.89)

Notes. Cronbach's alphas appear on the diagonals in parentheses. For gender, 0 = male, and 1 = female. For rank, 1 = low ranking employee, 2 = supervising employee, 3 = middle management, 4 = vice president, 5 = top management team, and 6 = CEO/owner. For employee tenure, 1 = less than a year, 2 = 1–5 years, 3 = 6–10 years, 4 = 11–15 years, 5 = 16–20 years, 6 = 21–25 years, 7 = 25 + years. Age and supervisor relationship are in years. $N = 152$.
* $p < 0.05$.
** $p < 0.01$.

Table 8
Regression results for Study 3.

Regression model	DV: Supervisor-Rated OCB					
	Model 1		Model 2		Model 3	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	5.78 (0.07)**	[5.64, 5.92]	5.78 (0.07)**	[5.64, 5.92]	5.76 (0.07)**	[5.62, 5.90]
Employee gender	0.10 (0.15)	[−0.19, 0.40]	0.16 (0.15)	[−0.14, 0.47]	0.13 (0.15)	[−0.17, 0.43]
Employee age	−0.00 (0.01)	[−0.02, 0.01]	−0.00 (0.01)	[−0.02, 0.01]	−0.00 (0.01)	[−0.02, 0.01]
Employee rank	0.03 (0.06)	[−0.15, 0.08]	0.05 (0.06)	[−0.17, 0.07]	0.07 (0.06)	[−0.19, 0.04]
Employee tenure	0.02 (0.06)	[−0.09, 0.14]	0.03 (0.06)	[−0.08, 0.14]	−0.00 (0.06)	[−0.12, 0.11]
Supervisor relationship	0.00 (0.01)	[−0.03, 0.03]	0.00 (0.01)	[−0.03, 0.03]	0.00 (0.01)	[−0.03, 0.03]
Moral identity	0.20 (0.10)	[−0.00, 0.41]	0.14 (0.11)	[−0.08, 0.37]	0.14 (0.11)	[−0.07, 0.36]
Organizational identification	−0.10 (0.08)	[−0.26, 0.06]	−0.20 (0.10)*	[−0.39, −0.01]	−0.20 (0.10)*	[−0.38, −0.01]
CSR			0.07 (0.10)	[−0.12, 0.25]	0.09 (0.09)	[−0.10, 0.27]
Task significance			0.12 (0.06)	[−0.00, 0.25]	0.06 (0.07)	[−0.07, 0.20]
CSR × Task significance					0.15 (0.07)*	[0.01, 0.29]
R^2	0.05		0.08		0.12	
ΔR^2	–		0.03		0.04*	

* $p < 0.05$.
** $p < 0.01$.

6.1. Participants

In Study 3, we utilized a similar snowball sampling method to that used in previous studies. We instructed 300 undergraduate students at a university in the Midwest to recruit employee-supervisor dyads in exchange for research credit. Response rates were 72.00% for focal employees and 51.67% for supervisors, giving us full data for 155 employee-supervisor dyads. We identified and dropped three cases of careless responses because the respondents used the same scale anchor point to respond to an unusually long string of consecutive items, resulting in a final sample of 152 employee-supervisor dyads. Focal employees were 46.7% male and had a mean age of 42.96 years ($SD = 12.25$). Supervisors were 74.3% male and had a mean age of 49.82 years ($SD = 9.39$). On average, supervisors have worked with their respective focal employees for 7.89 years ($SD = 5.90$).

6.2. Measures

The measures for CSR ($\alpha = 0.93$), task significance ($\alpha = 0.91$), OCB ($\alpha = 0.88$; supervisor-rated) and prosocial motivation ($\alpha = 0.95$) were the same as in Study 2. As in earlier studies, we also controlled for employee gender, age, rank, organizational tenure and length of employee-supervisor relationship. In addition, we included moral identity (Aquino & Reed, 2002; $\alpha = 0.79$) and organizational identification (Mael & Ashforth, 1992; $\alpha = 0.89$) since past research linking CSR and OCB has examined these constructs as potential mechanisms, and we wanted to empirically explore these alternatives.

6.3. Study 3 results

We performed a CFA to examine the dimensionality of the four constructs representing CSR, task significance, prosocial motivation and OCB. Results from the CFA of four different models are displayed in the Appendix. Chi-square difference tests revealed that the four-factor model was the best fitting model (Ratio $x^2/df = 1.24$, CFI = 0.98, TLI = 0.97, RMSEA = 0.04). Descriptive statistics for Study 3 are displayed in Table 7.

Table 8 presents a summary of the linear regression results. The results of the regression analyses with OCB as the dependent variable indicate no significant main effects of CSR, $b = 0.09$, $SE = 0.09$, $t = 0.90$, $p = 0.37$, or task significance, $b = 0.06$, $SE = 0.07$, $t = 0.91$, $p = 0.37$. However, there was a statistically significant interaction, $b = 0.15$, $SE = 0.07$, $t = 2.18$, $p = 0.03$, $\Delta R^2 = 0.04$ (Fig. 6).[4] Simple slopes analysis demonstrated that when task significance was high (1

[4] Without the exclusion criteria, the interaction effect between CSR and task significance on OCB was marginally significant ($p = 0.06$) and the interaction effect between CSR and task significance on prosocial motivation was significant ($p = 0.04$).

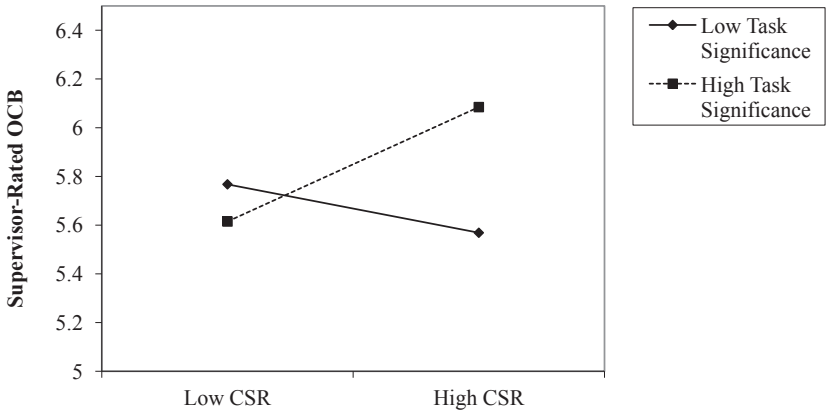

Fig. 6. Interaction of CSR and Task Significance on Supervisor-Rated OCB (Study 3).

Table 9
Regression results for moderated mediation model in Study 3.

Regression model	Dependent variables							
	Mediator Model 1 Prosocial Motivation		Mediator Model 2 Moral Identity		Mediator Model 3 Organizational Identification		DV Model OCB	
	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.	B (SE)	95% C. I.
(Constant)	6.05 (0.06)**	[5.94, 6.16]	5.58 (0.05)**	[5.48, 5.68]	5.65 (0.07)**	[5.51, 5.80]	5.78 (0.07)**	[5.65, 5.92]
Employee gender	0.15 (0.12)	[−0.09, 0.38]	0.27 (0.11)*	[0.06, 0.47]	0.22 (0.15)	[−0.08, 0.52]	0.07 (0.15)	[−0.23, 0.36]
Employee age	0.01 (0.01)	[−0.01, 0.02]	−0.00 (0.01)	[−0.01, 0.01]	−0.01 (0.01)	[−0.02, 0.00]	−0.00 (0.01)	[−0.02, 0.01]
Employee rank	0.03 (0.05)	[−0.13, 0.06]	−0.02 (0.04)	[−0.07, 0.10]	0.19 (0.06)**	[−0.31, −0.08]	0.06 (0.06)	[−0.18, 0.06]
Employee tenure	−0.11 (0.05)*	[−0.20, −0.02]	0.03 (0.04)	[−0.05, 0.11]	0.01 (0.06)	[−0.11, 0.13]	0.02 (0.06)	[−0.10, 0.14]
Supervisor relationship	0.02 (0.01)	[−0.01, 0.04]	0.00 (0.01)	[−0.02, 0.02]	0.02 (0.01)	[−0.01, 0.04]	0.00 (0.01)	[−0.03, 0.03]
Prosocial motivation			0.36 (0.08)**	[0.21, 0.51]	0.21 (0.12)	[−0.02, 0.44]	0.31 (0.12)**	[0.08, 0.54]
Moral identity	0.45 (0.10)**	[0.26, 0.64]			−0.17 (0.13)	[−0.43, 0.10]	−0.01 (0.13)	[−0.27, 0.25]
Organizational identification	0.13 (0.07)	[−0.02, 0.27]	−0.08 (0.07)	[−0.21, 0.05]			−0.23 (0.09)*	[−0.42, −0.04]
CSR	0.05 (0.07)	[−0.10, 0.19]	0.18 (0.06)**	[0.05, 0.31]	0.33 (0.09)**	[0.16, 0.51]	0.06 (0.09)	[−0.12, 0.25]
Task significance	−0.00 (0.05)	[−0.11, 0.10]	0.06 (0.05)	[−0.03, 0.16]	0.25 (0.06)**	[0.12, 0.37]	0.06 (0.07)	[−0.07, 0.19]
CSR × Task significance	0.11 (0.05)*	[0.00, 0.21]	−0.05 (0.05)	[−0.15, 0.05]	0.02 (0.07)	[−0.12, 0.16]	0.12 (0.07)	[−0.02, 0.26]
R^2	0.34		0.32		0.39		0.16	

* $p < 0.05$.
** $p < 0.01$.

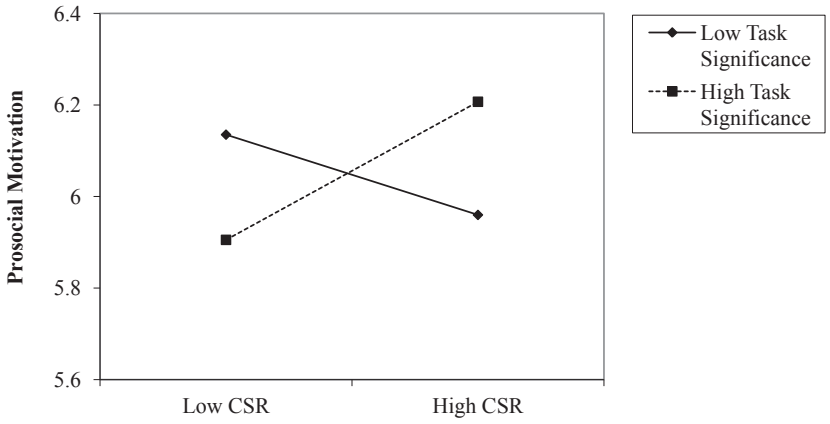

Fig. 7. Interaction of CSR and Task Significance on Prosocial Motivation (Study 3).

SD above the mean), the relationship between CSR and OCB was significantly positive, $t = 2.00, p < 0.05$. When task significance was low (1 SD below the mean), the relationship was negative, although not significant, $t = -0.90$, $p = 0.37$. This provides support to Hypothesis 1.

We tested for moderated mediation using a series of linear regressions (see Table 9). We conducted the first regression with prosocial motivation as the dependent variable. The results revealed a significant interaction between CSR and task significance, $b = 0.11$, $SE = 0.05$, $t = 1.99$, $p < 0.05$, $\Delta R^2 = 0.02$ (Fig. 7). The second regression had moral identity as the dependent variable. The results revealed that the interaction between CSR and task significance was not significant, $b = -0.05$, $SE = 0.05$, $t = -1.06$, $p = 0.29$, $\Delta R^2 = 0.01$. The third regression had organizational identification as the dependent variable. The results revealed that the interaction between CSR and task significance was not significant, $b = 0.02$, $SE = 0.07$, $t = 0.29$, $p = 0.77$, $\Delta R^2 = 0.00$. In the final regression model, we had OCB as our dependent variable. We found a significant positive effect of prosocial

motivation ($b = 0.32$, $SE = 0.12$, $t = 2.63$, $p = 0.01$), and the interaction between CSR and task significance became non-significant, $b = 0.12$, $SE = 0.07$, $t = 1.76$, $p = 0.08$.

To further test whether prosocial motivation mediates the effect of CSR on OCB when task significance is high but not when task significance is low, we used Model 8 of the PROCESS macro to generate bootstrap confidence intervals for this conditional indirect effect. We used a bootstrap procedure with 5000 bootstrap samples. When task significance was low (1 SD below the mean), the indirect effect was not significant [*indirect effect* = −0.03, *SE* = 0.04, *95% C.I.* (−0.1230, 0.0306)]. When task significance was high (1 SD above the mean), the indirect effect of CSR on OCB was positive but not significant [*indirect effect* = 0.06, *SE* = 0.04, *95% C.I.* (−0.0009, 0.1735)], but further analyses suggest that it was significantly more positive than when task significance was low [Δ *indirect effect* = 0.03, *SE* = 0.02, *95% C.I.* (0.0024, 0.0914)]. Thus, Hypothesis 2 was supported.

Using the same bootstrapping procedure, we investigated whether moral identity and organizational identification mediates the effect of CSR on OCB. The indirect effect of CSR on OCB through moral identity was neither significant when task significance was high (1 SD above the mean), *indirect effect* = −0.00, *SE* = 0.02, *95% C.I.* (−0.0794, 0.0182), nor when task significance was low (1 SD below the mean), *indirect effect* = −0.00, *SE* = 0.03, *95% C.I.* (−0.1054, 0.0462). As for organizational identification, when task significance was high (1 SD above the mean), the indirect effect of CSR on OCB was significantly negative [*indirect effect* = −0.08, *SE* = 0.05, *95% C.I.* (−0.2303, −0.0049)]. When task significance was low (1 SD below the mean), the indirect effect through organizational identification was not significant [*indirect effect* = −0.08, *SE* = 0.05, *95% C.I.* (−0.2166, 0.0019)]. Therefore, the indirect effect of CSR on OCB via moral identity was not significant. However, the indirect effect of CSR on OCB was significantly negative when task significance was high but not when it was low.

6.4. Study 3 discussion

Study 3 provided further support for Hypotheses 1 and 2, which predict that employees' task significance moderates the effect of CSR on their OCB, and that these relationships are mediated by prosocial motivation. We did not find support for identity-oriented mediating mechanisms (i.e., moral identity, organizational identification), confirming the value of our new, other-oriented theorizing. Surprisingly, we found that organizational identification mediated a negative effect of CSR on OCB when task significance was high. This unexpected finding suggests that among those with high task significance, organizational identification leads to lower levels of OCB. One explanation for this is that employees who are dedicated to their work and identify strongly with their organization might be (or be viewed by their supervisors as) employees who prioritize OCB directed at the organization as a whole over actions that help their individual coworkers. In other words, organizational identification might have a positive relationship with OCB directed at the organization, but not necessarily with OCB directed at other employees. Although this may be an interesting avenue for further investigation, we caution against over-interpreting this unexpected finding.

7. General discussion

In light of the growing emphasis organizations are placing on socially responsible activities, as well as the increasing value workers attach to these activities, it is important to better understand the potential for organizations' CSR programs to inspire proactive behavior such as OCB in employees. In this research, we advance theories of micro-CSR by developing and testing a CSR sensitivity framework. Drawing from research and theory on CSR and task significance, this framework explains how task significance influences the strength of the positive association between CSR and OCB by influencing the degree to which employees respond to their organizations' CSR efforts. Across three studies, we found support for our predictions. In Study 1, CSR had a more positive relationship with OCB for employees who reported a higher level of task significance than those who reported a lower level of task significance. Results from Study 1 also provide support for the mediating role of prosocial motivation in our theoretical model. We did not find support for alternative mediators such as employees' perceptions of cue consistency or greenwashing. In Study 2, we replicated our moderated mediation findings using supervisor ratings of OCB in a distinct sample. Furthermore, we confirmed that prosocial motivation, not self-esteem, drives our theoretical model. In Study 3, a different multi-source study, we found additional support for our moderated mediation hypothesis using supervisor ratings of OCB. We did not find support for the mediating roles of moral identity or organizational identification, two identity-based mechanisms that have been explored in previous research.

There is one aspect of the results in Study 2 that is inconsistent with the results in Studies 1 and 3. Whereas the difference between high and low task significance is most pronounced at high levels of CSR in Studies 1 and 3, it is most pronounced at low levels of CSR in Study 2. It is possible that when task significance sensitizes employees to their organizations' CSR contributions, they may not only be influenced by positive occurrences of CSR. Employees may also be influenced by aspects of CSR in which their organization is lacking. When they are high in task significance and find their organization lacking in terms of CSR, their prosocial motivation and OCB decreases. Because we only observe this effect in one of our three studies, we stop short of drawing a firm conclusion. However, future research exploring the possibility that low levels of CSR at the organizational level might in some circumstances be experienced as demotivating warrants additional research attention.

7.1. Theoretical implications

The primary contribution of this paper is that it adds to the emerging research about the micro-level consequences of firms' CSR activities. The majority of research on CSR has focused on macro-level processes, such as the consequences of CSR for corporate reputation, consumer evaluation, financial performance, and firm capabilities (Aguilera, Rupp, Williams, & Ganapathi, 2007; Barnett, 2007; Basu & Palazzo, 2008; Campbell, 2007; Marquis & Qian, 2013). We are gaining a better understanding of how CSR initiatives influence firms, but we are only beginning to get a sense of how CSR influences the employees within those firms (Aguinis & Glavas, 2012). The novel insight we offer in the present paper is the notion that task significance moderates the relationship between CSR and OCB, such that the relationship between CSR and OCB is more positive among employees who report high task significance compared to those who report low task significance. To arrive at this insight, we introduce the larger idea of CSR sensitivity – that not all individuals respond to their organization's CSR in the same way, and that situational characteristics (i.e., task significance) might influence employees' sensitivity to the positive effects of CSR on their prosocial motivation and OCB. In addition, we move beyond the identity-based mechanisms (e.g., moral identity, organizational identification) that have been identified in prior studies to theorize and find that prosocial motivation also serves as a motivational, other-oriented mediating mechanism. We also do not find support for other alternative mechanisms such as employees' perceptions of cue consistency from the organization, their perceptions of their organization's greenwashing, and their self-esteem.

Second, we make significant contributions to the literature on job design. Past research on the task significance dimension of job design has focused on how attributes of work tasks influence motivational and performance outcomes for employees (Grant, 2008; Hackman & Oldham, 1976; Morgeson & Humphrey, 2006), and the individual-level boundary conditions of these effects, such as employee

conscientiousness and prosocial values (Grant, 2008). Our work suggests that employee job design can feed into the organization's corporate strategies, and these have important outcomes for employees. Thus, it is crucial to consider the broader organizational context in which job design is embedded, and the extent to which job design augments or undermines the organization's macro-level initiatives. In particular, task significance makes employees become more concerned about their organization's CSR. Therefore, we find that task significance enhances the positive effect of CSR on employee prosocial motivation and OCB.

Third, we contribute to the growing research on other-oriented approaches to organizational behavior (e.g., De Dreu, 2006; Grant, 2007; Meglino & Korsgaard, 2004). Our theoretical model is unique in that it explains how externally-focused organizational activities (CSR) can encourage other-oriented employee motivation and behavior (prosocial motivation and OCB) under conditions of high task significance. In this way, we explain how prosocial activities at different levels of the organization can reinforce or contradict one another. We argue and find that individuals whose jobs are higher in task significance are more likely than those whose jobs are lower in task significance to experience increases in prosocial motivation and OCB when their organizations engage in CSR. This is aligned with research about the virtuous cycle of making a positive difference (Grant et al., 2007; Lemoine et al., 2015), which suggests that when employees are aware of the beneficial effects of their actions on others, the positive experience generates an even greater desire to make a difference in the lives of others (Grant et al., 2007; Lemoine et al., 2015). However, existing research suggests that employees fulfill this desire through the same means – for example, task significance begets greater task persistence and motivation (Grant et al., 2007), and OCB begets more OCB (Lemoine et al., 2015). Our work broadens this idea by suggesting that when employees feel like they are benefitting the lives of others through jobs with high task significance, they not only become more sensitive to whether their organization is engaging in CSR, but they also become more motivated to engage in other forms of prosocial behavior such as helping their coworkers (i.e., OCB).

7.2. Managerial implications

In terms of management practice, organizations should be aware of how their CSR activities may influence their employees' work behaviors. Our research shows that CSR not only influences firm performance or corporate reputation, but it can also influence employees' OCB under conditions of high task significance. Managers should be particularly interested in the influence that CSR activities have on employees' OCB, since OCB contributes to organizational functioning (Smith et al., 1983). This gives an additional reason for organizations to adopt social responsibility as a goal or mission, and builds a stronger case for the effectiveness of CSR in addressing organizational and social needs. Furthermore, our findings show that there is a stronger positive relationship between CSR and OCB for individuals who have high task significance than those who have low task significance. Therefore, managers should also realize that not all employees will respond to their organization's CSR in the same way. Some employees will display greater sensitivity to their organization's CSR than others.

The importance of task significance in sensitizing employees to their organization's CSR suggests managerial implications for how organizations design their jobs or describe their jobs to employee. Specifically, the relational structures of jobs and implications for task significance should be examined (Grant et al., 2007). To the extent that jobs can be structured or framed in a way that employees can find their work more meaningful and significant, they are likely to respond more positively to their organization's CSR. Employees may consider proactively incorporating more meaningful activities into their work through job crafting (Wrzesniewski & Dutton, 2001). Managers can also put rewards and incentives in place to encourage employees to change the boundaries of their jobs to make their work more meaningful.

Finally, our empirical findings suggest that managers should seriously consider the role of prosocial motivation in explaining employee behavior at work (Grant, 2007). In trying to explain the link between CSR and OCB, we found limited support for the role of more identity-based and self-oriented mechanisms. Therefore, managers should be more aware that in some situations, employees are motivated to help others for its own sake, and not just for the psychological benefits of boosts to their own self-identities or self-image.

7.3. Limitations and future directions

Despite the many strengths of this research, there are also several limitations, which suggest opportunities for future investigation. One limitation of our research is our sampling methodology. Our studies use a snowball sampling methodology that asks students to recruit working adults across a large number of different organizations. Although recent research suggests that student-recruited samples are not substantively different from other samples (Wheeler, Shanine, Leon, & Whitman, 2014), the primary drawback of this methodology is that it lacks control and presents an elevated risk of falsified responses (Marcus, Weigelt, Hergert, Gurt, & Gelléri, 2016; Vecchio, 1999). We attempted to address these limitations by minimizing incentives for students to fabricate data – students received credit for recruiting people rather than the responses provided, and they were provided an alternative assignment to receive research credit if they could not or did not want to recruit participants for our studies. We also conducted additional post hoc screens to identify careless responding in line with Meade and Craig (2012). In this paper, we reported the results of the analyses after dropping cases identified as careless responses. Moreover, the limitations associated with the snowball sampling approach we adopted are offset by the opportunity the approach provides to gain access to multi-source data in a variety of organizations, which allows us to address problems associated with same-source data and strengthen the generalizability of our findings. Furthermore, this method allows respondents to answer sensitive questions more honestly since it is a third party (i.e., our research team) that administered the study rather than the human resource department of respondents' work organization. Participants did not have to worry about being penalized for their answers because nobody from their organization saw their responses. That said, we encourage future researchers to use other research methods to replicate our findings.

Our paper also has measurement-related limitations. First, although our results are consistent with a CSR sensitivity mechanism, we did not directly measure CSR sensitivity in our three studies. CSR sensitivity is a novel theoretical concept that we developed for this paper. Unfortunately, there is no validated measure of CSR sensitivity in the existing literature and there are some challenges with assessing this mechanism (e.g., people may be more sensitive to CSR but are not aware of it). Second, when we measured participants' prosocial motivation, we did not specify a length of time in the item stems. Therefore, it is possible that participants were responding to the question in terms of their trait-based rather than state-based prosocial motivation. That said, researchers studying prosocial motivation have used the same measure we used as a state measure (Grant & Berry, 2011; Grant et al., 2007). This is consistent with theoretical work on prosocial motivation suggesting that prosocial motivation can be a state (Bolino & Grant, 2016; Grant, 2008). Third, insights from Cooper and Richardson (1986) would suggest that when researchers competitively test two or more theories, the comparison could be unfair due to differences in the procedures, manipulations, or measures used. Indeed, because there is no validated measure of cue consistency or greenwashing, we developed face-valid items to measure these constructs in Study 1. We strongly suggest that future researchers develop a more reliable measure of cue consistency and greenwashing so that we can make more fair comparisons between competing theories. Finally, we recommend

that future researchers use a lab experiment to manipulate CSR and task significance independently to ensure that the constructs are empirically distinct.

In terms of data analysis, ideally, we would have controlled for additional variables that have previously been identified as more direct predictors of OCB to show that our findings explain unique variance in OCB after accounting for the influence of these other variables. For example, controlling for things like perceived organizational support, organizational justice, or employee conscientiousness, in our models could have improved the explanatory power of prosocial motivation as our focal mechanism.

Our theoretical framework examines task significance as a characteristic of jobs that sensitizes individuals to their organization's CSR. Although research on the virtuous cycle of making a positive social difference (Grant et al., 2007; Lemoine et al., 2015) suggests that task significance is an important factor influencing individuals' sensitivity to CSR, our CSR sensitivity framework might serve as a guide for other researchers to use in identifying and examining other variables that influence CSR sensitivity. For instance, transformational leaders are thought to encourage followers to transcend their self-focused concerns in favor of the greater good (Bass, 1990), so it might be that members of groups with transformational leaders are also more sensitive to their organization's CSR. We encourage other researchers to explore more antecedents of CSR sensitivity.

7.4. Conclusion

Employees working in jobs that allow them to make a prosocial difference in others' lives experience an enhanced CSR sensitivity and become more responsive to whether their organization is also making a positive difference in society through CSR. When jobs with high task significance are embedded in organizations that actively engage in CSR, it is likely to create a positive feedback loop or virtuous cycle of prosocial activity, which further increases employees' prosocial motivation and OCB. In this way, an organization's CSR activities can have a positive impact not just on the external beneficiaries of those activities, but also on employees working within the organization.

Appendix A. Confirmatory factor analyses

Variables	x^2, *df*	Ratio x^2/df	$\Delta\chi^2$, Δdf⇕ (model of comparison)	CFI	TLI	RMSEA
Study 1 (CSR, TS, PM, self-rated OCB)						
1 – factor model	962.32, 175**	5.50	–	0.63	0.55	0.19
2 – factor model (CSR and TS as one factor, PM and OCB as one factor)	581.94,174**	3.34	380.38, 1**	0.81	0.77	0.13
3 – factor model (CSR and TS as one factor)	372.28, 172**	2.16	209.66, 2**	0.91	0.88	0.09
4 – factor model	276.64, 169**	1.64	95.64, 3**	0.95	0.94	0.07
Study 2 (CSR, TS, PM, supervisor-rated OCB)						
1 – factor model	1004.89, 247**	4.07	–	0.61	0.56	0.15
2 – factor model (CSR and TS as one factor, PM and OCB as one factor)	565.95, 246**	2.30	438.94, 1**	0.84	0.82	0.10
3 – factor model (CSR and TS as one factor)	331.95, 244**	1.36	234.00, 2**	0.96	0.95	0.05
4 – factor model	280.48, 241**	1.16	51.47, 3**	0.98	0.98	0.03
Study 3 (CSR, TS, PM, supervisor-rated OCB)						
1 – factor model	1275.71, 243**	5.25	–	0.59	0.53	0.18
2 – factor model (CSR and TS as one factor, PM and OCB as one factor)	840.46, 242**	3.47	435.25, 1**	0.76	0.73	0.13
3 – factor model (CSR and TS as one factor)	421.25, 240**	1.76	419.21, 2**	0.93	0.92	0.07
4 – factor model	294.02, 237**	1.24	127.23, 3**	0.98	0.97	0.04

Notes. A large chi-square value indicates that the model does not adequately fit the data, and a chi-square ratio (i.e., x^2/df) of three or less is taken as a useful guideline for accepting a model (Schermelleh-Engel, Moosbrugger, & Müller, 2003). A cutoff value close to 0.95 for CFI (comparative fit index) and TLI (Tucker-Lewis fit index), and a value less than 0.08 for RMSEA (root-mean-square error of approximation) indicate acceptable fit between the hypothesized model and the observed data (Hu & Bentler, 1999; Schermelleh-Engel et al., 2003). Chi-square test statistics and Chi-square difference test statistics suggest that the 4-factor models provide the best fit, compared to all earlier models. CSR = corporate social responsibility; TS = task significance; PM = prosocial motivation; OCB = organizational citizenship behavior.

** $p < 0.01$.

Appendix B. Supplementary material

Supplementary data associated with this article can be found, in the online version, at http://dx.doi.org/10.1016/j.obhdp.2017.09.006.

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