Table 1:

Results of the Confirmatory Factor Analysis for the Measures of the Variables Studied.

model	χ^2	df	χ^2/df	RMSEA	NFI	NNFI	CFI	IFI
One-factor	2274.94	560	4.06	0.102	0.95	0.96	0.96	0.96
Two-factor	1971.76	559	3.53	0.093	0.96	0.97	0.97	0.97
Three-factor	1552.57	557	2.79	0.078	0.96	0.98	0.98	0.98
Four-factor	1469.30	554	2.65	0.075	0.96	0.98	0.98	0.98

Note. N=485. RMESE=root mean square error of approximation, NFI=normed fit index, NNFI=non-normed fit index; CFI=comparative fit index; IFI=incremental fit index

Table 2:
Descriptive statistics and correlations for key variables

Variables	Mean	SD	1	2	3	4
CSR	3.86	0.59	1			
Organizational identification	3.67	0.76	0.75^{**}			
OCB	3.98	0.52	0.77^{**}	0.71^{**}		
Task performance	3.79	0.60	0.69^{**}	0.64^{**}	0.71^{**}	

Note. * $p < 0.05$, **$p < .001$, *** $p < 0.001$, two tailed. CSR: corporate social responsibility. OCB: organizational citizenship behavior

Table 3:
The CSR, organizational identification and OCB

Variables	OI		OCB			
	M1	M2	M3	M4	M5	M6
Age	0.09	0.09	0.05	-0.02	0.04	0.01
Gender	0.08	0.05	-0.01	-0.03	0.01	-0.01
Tenure	**0.23****	0.06	**0.31****	0.09	0.06	0.04
Education	-0.04	-0.09	0.07	0.11	0.03	0.06
Position	0.08	0.08	**-0.12****	**-0.18****	**-0.12****	**-0.15****
Ownership	-0.00	0.01	-0.06	-0.06	-0.05	-0.05
Size	0.20**	0.07	**0.23****	0.05	0.04	0.01
CSR		**0.63*****			**0.73*****	**0.51*****
Organizational identification				**0.72*****		**0.34*****
R^2	0.35	0.65	0.17	0.55	0.61	0.60
$\triangle R^2$	0.33	0.64	0.15	0.53	0.65	0.64
F	19.31***	57.91***	8.45***	43.14***	50.47***	53.81***
Bootstrap						0.14,0.33

Note. * $p < 0.05$, **$p < 0.01$, *** $p < 0.001$, two tailed. CSR: corporate social responsibility. OCB: organizational citizenship behavior

Table 4:
The sequential mediation effects

Variables	Task performance							
	M7	M8	M9	M10	M11	M12	M13	M14
Age	**0.17***	**0.12***	**0.17***	**0.15***	**0.14***	**0.20****	**0.13***	**0.14***
Gender	-0.06	-0.10	-0.09	-0.10	-0.08	-.097	-0.09	-0.09
Tenure	**0.12****	-0.00	-0.04	-0.05	-0.04	-.018	-0.05	-0.07
Education	0.05	0.07	-0.01	0.02	-0.01	-.018	0.00	-0.01
Position	0.07	0.03	.068	0.05	**0.15***	.060	**0.12***	**0.12***
Ownership	-0.02	-0.02	-0.01	-0.01	0.02	.007	0.01	.012
Size	**0.21****	0.04	0.03	0.01	0.03	.040	0.02	0.01
CSR			**0.59*****	**0.45*****				**0.23****
OI		**0.54*****		**0.21****			**0.16*****	0.07
OCB					**0.63*****	**0.57*****	**0.54*****	**0.43*****
OCB square						**-0.11***		
R^2	0.27	0.46	0.52	0.54	0.58	0.53	0.59	0.60
$\triangle R^2$	0.25	0.44	0.51	0.52	0.56	0.52	0.57	0.59
F	13.02***	26.72***	35.00***	33.50***	43.45***	35.98***	40.59	39.44***
Bootstrap				0.06,0.29			0.44,0.78	0.29,0.69

Note. * $p < 0.05$, **$p < 0.01$, *** $p < 0.001$, two tailed. CSR: corporate social responsibility. OI: organizational identification. OCB: organizational citizenship behavior