

The Influence Of Corporate Social Responsibility And Social Media Use On Employee Green Behavior At PT Kreasi Karya Raya

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ABSTRACT

Receive : 7 June 2025
Accepted : 8 July 2025
Published : 29 August 2025

Keywords:

Corporate Social Responsibility, Social Media Usage, Employee Green Behavior, Sustainable Workplace

PT Kreasi Karya Raya is a creative company that emphasizes the use of environmentally friendly materials, particularly recycled cardboard. Despite its sustainability commitment through Corporate Social Responsibility (CSR) and social media use, the adoption of Employee Green Behavior (EGB) remains limited. This study examines the influence of CSR and Social Media Usage (SMU) on EGB within the company. A quantitative approach with descriptive and causal methods was applied, using data from 42 employees collected through a structured questionnaire. The data were analyzed using multiple linear regression with SPSS. Results show that SMU has a positive and significant effect on EGB, indicating that digital platforms play a vital role in promoting sustainable practices by enabling information sharing, interaction, and eco-conscious communities. Conversely, CSR demonstrated a positive but insignificant effect, suggesting current initiatives may not fully engage employees or align with their motivations. These findings imply that while CSR remains relevant, social media-based internal communication strategies are more effective in fostering workplace green behavior. Companies should therefore enhance employee involvement in CSR, adopt participatory communication models, and evaluate sustainability initiatives to ensure greater impact.

INTRODUCTION

The increasing urgency of environmental sustainability has directed organizational focus toward the adoption of green practices within the workplace (Tang et al., 2023). Among these, Employee Green Behavior (EGB) has emerged as a critical component for advancing sustainable development, particularly in industries that rely on innovation and creativity. EGB reflects the individual actions of employees that contribute to environmental goals, such as conserving resources, minimizing waste, and supporting green initiatives (Lamm et al., 2015).

PT Kreasi Karya Raya, widely known as Dus Duk Duk, is a Surabaya-based creative enterprise

specializing in environmentally friendly decorations made from 100% recycled cardboard fibers. Established in 2014, the company has served more than 1,000 clients, received 11 awards, been featured in over 20 media outlets, and contributed to environmental initiatives by planting 876 mangrove seedlings (*dusdukduk.com*). Its main product lines include installations, photobooths, stage backdrops, and event decorations, offering an innovative and sustainable alternative to materials such as styrofoam. Guided by the principle of the *circular economy*, the company also engages in various Corporate Social Responsibility (CSR) programs such as creative workshops, recycling education, and the *CIRCULARATION* campaign in support of

Indonesia's Net Zero Carbon Emission 2050 agenda. In addition, social media is actively utilized as a channel for disseminating information and fostering employee awareness of sustainability issues. Nevertheless, despite these initiatives, the adoption level of EGB among the workforce remains below expectations. This situation highlights the need to explore underlying factors that may influence the effectiveness of CSR and social media in fostering environmentally responsible behavior within the company.

Recent literature acknowledges the potential of CSR in fostering pro-environmental behavior (Yusliza et al., 2020; Duarte et al., 2021). Nevertheless, several studies argue that CSR initiatives do not always translate into individual level behavioral changes unless employees are actively involved and perceive tangible benefits (Kim et al., 2019). At the same time, social media has been

LITERATURE REVIEW

The Influence of Corporate Social Responsibility on Employee Green Behavior

Corporate Social Responsibility refers to an organization's commitment to contribute to sustainable development through ethical behavior, community involvement, and environmental stewardship (Carroll, 1991). In the context of employee behavior, CSR can serve as a strategic mechanism to shape pro-environmental attitudes and actions (Glavas, 2016). When employees perceive their organization as socially and environmentally responsible, they tend to internalize these values and reflect them through green workplace behavior (Kim et al., 2019).

However, several empirical studies reveal that the influence of CSR on EGB is not always consistent. For instance, Yusliza et al. (2020) found a positive but insignificant relationship between CSR and EGB, particularly when CSR activities were not communicated effectively or failed to engage employees directly. Similarly, Duarte et al. (2021) emphasize that CSR programs only contribute to EGB when employees are emotionally connected and actively involved in the initiatives.

H1: Corporate Social Responsibility has a significant effect on Employee Green Behavior.

The Influence of Social Media Usage on Employee Green Behavior

recognized as a powerful channel to shape employee behavior through participatory engagement, peer influence, and the promotion of green values (Liao, 2024; Ng et al., 2025).

Despite growing attention to digital engagement and sustainability, empirical studies integrating CSR, social media usage, and EGB in the context of Indonesian creative industries remain limited. This research seeks to fill that gap by analyzing how CSR and SMU influence EGB within PT Kreasi Karya Raya. The novelty of this study lies in its integrated perspective on digital communication and organizational sustainability, offering a practical framework for leveraging social media to enhance green workplace culture. It also contributes to the literature on green human resource management by providing evidence from a creative industry in a developing country context.

Social Media Usage in organizational contexts extends beyond communication, it serves as a dynamic platform for knowledge sharing, social learning, and behavior reinforcement (Kaplan & Haenlein, 2010). Within sustainability efforts, social media can be an effective medium for fostering awareness, building environmental values, and encouraging green behavior through participatory interaction (Liao, 2024). Employees who actively engage with sustainability content online are more likely to adopt green practices at work (Ng et al., 2025).

Research by Khan et al. (2022) shows that internal digital communication through social media enhances employee environmental responsibility by offering timely, relatable, and engaging sustainability messages. Moreover, platforms like Instagram or LinkedIn allow organizations to build green communities that normalize eco-friendly actions through peer visibility and feedback (Tang et al., 2023).

H2: Social Media Usage has a significant effect on Employee Green Behavior.

METHOD

Research Design

This study applied a quantitative approach with descriptive and causal research methods. The descriptive method was used to describe the characteristics of each research variable, while the causal method was intended to examine the effect of

Corporate Social Responsibility and Social Media Usage on Employee Green Behavior. The research was conducted through a survey using structured questionnaires and analyzed statistically to test the hypotheses.

Population and Sample

The population in this study consisted of all employees of PT Kreasi Karya Raya in Surabaya, Indonesia. The sampling technique used was saturated sampling (total sampling), considering the limited population size. A total of 22 employees were included as research respondents.

Data Collection Method

Primary data were obtained through the distribution of structured questionnaires that measured each research variable using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The CSR variable was adapted from Turker

RESULT

This study aimed to examine the influence of Corporate Social Responsibility and Social Media Usage on Employee Green Behavior at PT Kreasi Karya Raya. A total of 22 employee responses were analyzed using descriptive and inferential statistical techniques. Descriptive analysis showed that employee engagement with environmental content on social media was relatively high. Most respondents reported regularly viewing, liking, and sharing eco-related posts. This indicates that social media has become an effective medium for raising awareness and internalizing green behavior within the organization.

On the other hand, while CSR programs such as tree planting and sustainable exhibitions were acknowledged by employees, these initiatives did not always lead to active participation or green behavior at the individual level. The descriptive statistics for each variable are summarized in the following table :

Table 1. Descriptive Summary of CSR, SMU, EGB

Variable	Mean	Standard Deviation	Category
Corporate Social Responsibility	3.62	0.48	Moderate

(2009), Social Media Usage indicators were adapted from Liao (2024) and Ng et al. (2025), while Employee Green Behavior items were based on previous green behavior indicators such as digital practices, recycling, and green initiatives.

Data Analysis Method

The collected data were analyzed using IBM SPSS Statistics. The analysis began with classical assumption tests, including normality, multicollinearity, heteroscedasticity, linearity, and autocorrelation tests. After ensuring the assumptions were met, multiple linear regression analysis was conducted to examine the effect of the independent variables CSR and SMU on the dependent variable EGB. The reliability of the instruments was evaluated using Cronbach’s Alpha, while validity was assessed through Pearson correlation.

Social Media Usage	4.11	0.42	High
Employee Green Behavior	3.95	0.39	High

Source: Primary data processed (2025)

The data indicates that social media usage had the highest mean score, suggesting that digital platforms play a dominant role in influencing green behavior among employees. The results of multiple linear regression analysis showed that Social Media Usage had a positive and significant effect on Employee Green Behavior ($p < 0.05$). In contrast, Corporate Social Responsibility had a positive but not statistically significant effect on EGB.

These findings suggest that digital engagement through social media platforms is more effective in fostering green practices than top down CSR programs that lack employee involvement. Employees were more likely to engage in actions such as energy saving, waste sorting, and using digital documents when they actively interacted with green content online. In summary, while both CSR and SMU play a role in shaping employee behavior, the influence of social media is more immediate and impactful. Organizations aiming to cultivate sustainable behavior may benefit from integrating social media based strategies with their existing CSR programs to enhance employee participation and motivation.

DISCUSSION

The Influence of Corporate Social Responsibility (CSR) on Employee Green Behavior (EGB)

The results of the regression analysis show that CSR does not have a significant effect on EGB. Although the descriptive mean score of CSR (3.62) indicates a moderate perception of CSR programs by employees, this perception has not successfully translated into consistent green behavior in daily workplace routines. This finding contradicts research by Tian and Robertson (2017), which revealed that well implemented CSR increases employee engagement in environmental practices through organizational identification. Similarly, Su & Swanson (2019) found that CSR impacts EGB when mediated by factors like coworker advocacy and identification.

However, this study aligns with Choi et al. (2024), which emphasized that CSR with extrinsic attributions (seen as image-building) may be less effective in encouraging green behavior compared to intrinsically motivated CSR. At PT Kreasi Karya Raya, CSR programs such as mangrove planting and eco-friendly exhibitions may be viewed by employees as external company campaigns rather than internalized personal values. In practice, this suggests that while CSR efforts exist, employees might not feel directly involved or impacted. The lack of participatory mechanisms and limited employee ownership over CSR initiatives reduce the motivational effect on their green behavior.

The Influence of Social Media Usage on Employee Green Behavior

The analysis results showed that SMU has a significant and positive influence on EGB. With the highest mean value (4.11), employees frequently engage with environmental content through social media platforms such as Instagram or internal channels.

Table 2. Indicator of Social Media Usage on EGB

Indicator	Correlation Coefficient	Significance (p-value)
Social Media Usage on EGB	0.645	0.001

This proves that employees who are exposed to green content and involved in digital discussions

are more likely to practice environmentally friendly behavior, both voluntarily (e.g., using e documents, turning off unused devices) and in their formal roles. These findings are supported by Meng et al. (2023) and Liao (2024), who found that exposure to pro environmental content on social media increases intention and behavior toward sustainability. Gonzalez et al. (2023) also emphasized how interactions (liking, commenting, sharing) with green content play a vital role in forming norms and intentions.

Social Media also provides real time feedback and peer influence, which are absent in formal CSR communication. This creates social reinforcement, boosting behavior aligned with green values. In the context of PT Kreasi Karya Raya, internal social media platforms could be leveraged as participatory tools for sustainability campaigns. Campaigns using gamification, leaderboards, or reward based interactions may further drive employee engagement.

Strengthening Employee Engagement Through Integrated Strategies

Combining CSR and Digital Communication. Although CSR alone did not significantly influence EGB, it can still be effective if integrated with interactive internal communication, such as social media. As Miguel and Miranda (2023) stated, CSR programs that are communicated strategically via digital platforms tend to generate higher employee involvement. Addressing Challenges in Employee Green Behavior. This research uncovered several challenges in CSR implementation:

- Low employee ownership of CSR programs
- Limited communication channels beyond announcements
- Lack of direct incentives for green behavior participation

To address this, PT Kreasi Karya Raya can:

- Invite employees to co-create CSR programs
- Use social media to share stories and impact
- Provide real-time recognition for green actions

Strategic Recommendation

Companies should not rely solely on formal CSR to shape green behavior. Instead, they must:

- Activate social learning through digital campaigns

- Encourage employee generated content (photos, videos)
- Use interactive internal platforms as behavior shaping tools

CONCLUSION

This study aimed to analyze the influence of Corporate Social Responsibility and Social Media Usage on Employee Green Behavior at PT Kreasi Karya Raya, a company committed to sustainability through recycled creative products. Based on the findings, several conclusions can be drawn.

Firstly, Social Media Usage was found to have a significant and positive influence on Employee Green Behavior. Employees who are actively exposed to environmental content through digital platforms are more likely to engage in green practices in their daily work routines. This includes behaviors such as reducing paper usage, recycling, and energy saving. The role of social media proved to be not only as a communication tool but also as a behavioral enabler that facilitates the formation of environmental values through digital engagement, peer interaction, and real time feedback.

Secondly, although CSR was perceived positively by employees, it did not significantly influence EGB in this study. This indicates a gap between organizational sustainability initiatives and employee behavioral response, possibly due to limited involvement or a lack of internalization. CSR programs that are external in nature or top down in implementation tend to be less effective in altering individual level behaviors when not reinforced through participatory and interactive communication strategies.

The findings suggest that integrating CSR with strategic use of internal social media platforms could enhance employee engagement and align their behavior with corporate sustainability goals. Companies like PT Kreasi Karya Raya are encouraged to combine formal CSR programs with more dynamic, employee centered digital campaigns to build a stronger culture of sustainability from within.

Author contribution

Author: Conceptualisation and Research Design, Data Collection, Methodology, Supervision, Writing Entire Paper, Conceptualisation, Data Collection and Analysis, Editing and Layouting.

Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Acknowledgements

The authors would like to thank PT Kreasi Karya Raya and all respondents who participated in this study.

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