

CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEES' PRO-ENVIRONMENTAL BEHAVIOR: THE ROLE OF ORGANIZATIONAL PRIDE

Elma Aurelia Agustine¹⁾

¹⁾ Master of Management Study Program, Universitas Widyatama, Indonesia

Corresponding author: elma.aurelia@widyatama.ac.id

Abstract

Although pro-environmental behavior (PEB) has attracted growing attention from scholars, practitioners, and policymakers, limited research has specifically examined how corporate social responsibility (CSR) influences employees' PEB. While PEB has been widely associated with positive outcomes in employee attitudes and behaviors, its exploration within the manufacturing sector remains relatively scarce. Addressing this gap, the present study investigates the impact of CSR on employees' PEB, drawing on social exchange theory and social identity theory as its theoretical foundation. The study also examines the mediating role of organizational pride in this relationship. To collect data, a convenience sampling technique was used, targeting 36 employees from manufacturing firms located in Bandung, Indonesia. The survey data collected from these participants were analyzed to evaluate the hypothesized relationships. The findings reveal that CSR significantly enhances employees' engagement in PEB. Moreover, the results demonstrate that organizational pride serves as a mediator between CSR and PEB, suggesting that when employees feel a strong sense of pride in their organization, the positive effects of CSR on their environmentally responsible behavior are further amplified. The study offers several theoretical and managerial implications. It emphasizes the importance of authentic and transparent CSR practices in shaping environmentally responsible employee behavior. Organizations are encouraged to communicate their CSR initiatives clearly and consistently to foster a sense of pride among employees, which in turn can enhance sustainable practices within the workplace. Lastly, the study outlines its limitations and proposes directions for future research to further enrich understanding of CSR's role in promoting environmental sustainability among employees.

Keywords: Corporate Social Responsibility, Pro-Environmental Behavior, Organizational Pride, Manufacturing Sector

Introduction

In recent years, corporate social responsibility (CSR) has attracted significant attention, with numerous scholars exploring its application across various fields, including organizational behavior, marketing, and human resource management (Afsar et al., 2020; Farooq & Salam, 2020; Raza et al., 2020a). Interest in examining how CSR influences employee attitudes and behaviors has also grown considerably (Farooq et al., 2017). CSR serves as a strategic and innovative approach to fostering positive relationships and creating value for a wide range of stakeholders, including society, shareholders, suppliers, customers, employees, and the environment (Manente et al., 2014).

Moreover, CSR initiatives contribute positively to social outcomes by strengthening an organization's connection with the surrounding community (Santos, 2011; Virakul et al., 2009) and enhancing its overall relationships with stakeholders (Azevedo et al., 2019). In particular, socially responsible practices aimed at addressing the expectations and needs of internal stakeholders yield beneficial outcomes at the individual, organizational, and societal levels. Among these internal stakeholders, employees are especially vital to organizational success (Farooq et al., 2017). By engaging in responsible practices, employees not only support ethical operations but also serve as a crucial source of competitive advantage and organizational differentiation (Baskentli et al., 2019).

While the macro-level dimensions of corporate social responsibility (CSR), such as environmentally sustainable development, have been extensively examined for their impact on sustainable performance (Hou, C. et al., 2019), the micro-level aspects, particularly employee perceptions of CSR, and their influence on individual attitudes and behaviors remain underexplored and are still in the early stages of research. A review of the existing literature reveals that most studies have primarily focused on consumer-related perceptions

when evaluating CSR initiatives (Öberseder, M. et al., 2013; Tian, Z. et al., 2011; Carvalho, S. W. et al., 2010), leaving employee-related perspectives relatively overlooked.

Given the strong connection between corporate social responsibility (CSR) and sustainable performance, this study aims to examine the relationship between employees' perceptions of CSR and their pro-environmental behavior (PEB). Understanding how employees perceive CSR and how these perceptions influence their environmentally responsible actions is particularly important, as employees serve as crucial internal stakeholders who actively promote CSR initiatives and model sustainable practices within the organization (Tian & Robertson, 2019).

Previous research has shown that employees working for socially responsible organizations tend to demonstrate stronger commitment and enthusiasm toward improving their company's environmental performance (Wells et al., 2015). However, the underlying processes that explain how CSR influences employees' PEB remain underexplored. Scholars continue to investigate potential intervening variables that could clarify this relationship. In this context, Tian and Robertson (2019) highlighted the need for future research to identify mechanisms mediating the CSR–PEB link and recommended further studies at the micro-CSR level to explore various employee-related workplace outcomes. They proposed that CSR might impact a range of employee behaviors, including extra-role behavior, in-role behavior, voluntary actions, and discretionary efforts within the workplace. Accordingly, a secondary objective of this study is to investigate the role of organizational pride as an intervening variable between CSR and pro-environmental behavior (PEB). Employees, as essential internal stakeholders, have the potential to become dedicated advocates for their organizations. Yet, limited research has addressed how CSR activities influence PEB through organizational pride, particularly within the context of the manufacturing industry.

Today's world faces escalating environmental degradation and the rapid progression of global warming, placing particular scrutiny on the manufacturing industry, which has been identified as a sector urgently needing to adopt "green" practices. Increasing awareness of environmental regulations and the need for compliance have intensified the pressure on manufacturers to implement environmentally responsible operations (Wu, Yujuan et al., 2023). For manufacturing firms, which typically run continuous operations and consume substantial amounts of water, energy, and raw materials, creating a green, competitive environment presents both a necessity and an opportunity (Shimming & Burnett, 2002). As a result, these firms are increasingly prioritizing the delicate balance between environmental efficiency and resource constraints in order to enhance both their legitimacy and profitability (Chan, E. S. et al., 2014). By integrating CSR initiatives and fostering pro-environmental behavior (PEB) among employees, the manufacturing sector has the potential to position itself as a leader in sustainability.

Despite the growing body of research examining the influence of perceived CSR on employee attitudes and behaviors, there remains a significant gap in studies focusing specifically on the manufacturing industry context (Freydey & Frigita, 2023). It is therefore essential for manufacturing firms to assess whether their employees recognize and adopt sustainable behaviors before effectively implementing green organizational initiatives. This is particularly relevant in Indonesia, where the manufacturing sector continues to grapple with environmental challenges and hazardous practices (Climateworks Centre, 2025). Indonesia manufacturers face mounting pressure to improve their environmental practices at both organizational and employee levels, highlighting the importance of promoting environmentally conscious behaviors among their workforce. Furthermore, employees' support for environmental protection efforts and operational improvements is closely linked to their perceptions of their organization's environmental policies.

Employees naturally seek to be associated with organizations that enhance their value, social image, and sense of meaning within their communities, ultimately fulfilling their self-esteem needs (Guterman, 1974). In this context, pride plays a crucial role in shaping employees' responses to corporate social responsibility (CSR). Previous studies have established that organizational engagement in CSR initiatives enhances its public image and reputation (Minor & Morgan, 2011). Employees tend to hold positive perceptions of organizations that integrate CSR practices into their operations, as affiliation with socially responsible firms strengthens their sense of pride, self-worth, and belonging (Jones, 2010). Furthermore, CSR initiatives signal organizational competence and resourcefulness, increasing employees' pride when they perceive their organization to be performing beyond industry norms (Tsachouridi & Nikandrou, 2016).

This study draws on social identity theory to explain the link between employees' CSR perceptions and organizational pride. CSR participation enhances an organization's reputation relative to competitors and fosters employees' positive identification with their employer. This positive affiliation, in turn, boosts employees' organizational pride, which elevates their self-esteem and strengthens their social identity within the workplace (John et al., 2019). As a result, this heightened sense of pride encourages employees to engage in extra-role behaviors, such as pro-environmental behavior (PEB). When employees feel proud of their organization's CSR involvement, it motivates them to reciprocate by actively participating in environmental initiatives.

In this study, we position organizational pride as a key psychological mechanism that links CSR perceptions to employees' pro-environmental behaviors. Although this research advances our understanding of factors influencing organizational pride, the study of predictors of VPEB remains in its early stages (Tian & Robertson, 2019). Our knowledge of the processes and conditions that strengthen or weaken these relationships is still limited, and there is a clear need to explore potential moderating variables that could affect the CSR–PEB relationship (Tian & Robertson, 2019). To address these gaps, this study extends micro-level CSR research by hypothesizing the mediating role of organizational pride between CSR and PEB. Given that manufacturing industries in Indonesia, particularly in Bandung, often face issues of social neglect and environmental harm, this study tests the conceptual model within that context. We anticipate that the findings will highlight the long-term, employee-level benefits of CSR initiatives for the manufacturing sector.

Methods

The present study employed the questionnaire survey method to collect quantitative data on employee perceptions and behaviors. The present study collected data on the independent, moderator, and dependent variables at a single point of time using the questionnaire survey method. The population in this study consisted of employees of manufacturing companies in Bandung City, Indonesia. Based on the non-probability convenience sampling technique, the final sample size was 36 participants. This study measures Corporate Social Responsibility, Organizational Pride, and Pro-Environmental Behavior using Likert scale instrument ranging from strongly disagree (1) to strongly agree (5). After collecting the data through the distributed questionnaires, the data will be processed and analyzed using SmartPLS 4. The analysis process includes descriptive statistics to outline the demographic characteristics of the respondents, and structural equation models. Additionally, validity and reliability tests will be conducted to ensure the measurement instruments used are both valid and reliable.

Results

Respondent Characteristics

A total of 36 participants were systematically selected based on predetermined criteria, consisting of employees working in manufacturing companies located in Bandung City, Indonesia. Table 1 presents the demographic profile of the respondents. A majority of the respondents were female, aged 22-28, had a D4/S1 education level, and had worked for 1-5 years in the manufacturing industry.

Table 1 Respondents' Demographic Profile

| <i>Characteristic</i> | <i>Frequency</i> | <i>Percent</i> |
|------------------------|------------------|----------------|
| Gender | | |
| Male | 7 | 19.4 |
| Female | 29 | 80.6 |
| Total | 36 | 100.0 |
| Age (year) | | |
| 21.00 | 2 | 5.6 |
| 22.00 | 8 | 22.2 |
| 23.00 | 2 | 5.6 |
| 24.00 | 5 | 13.9 |
| 25.00 | 6 | 16.7 |
| 26.00 | 4 | 11.1 |
| 27.00 | 2 | 5.6 |
| 28.00 | 3 | 8.3 |
| 29.00 | 1 | 2.8 |
| 31.00 | 1 | 2.8 |
| 32.00 | 1 | 2.8 |
| 34.00 | 1 | 2.8 |
| Total | 36 | 100.0 |
| Education Level | | |

| | | |
|--|-----------|--------------|
| D4/S1 | 25 | 69.4 |
| SMA/SMK | 11 | 30.6 |
| Total | 36 | 100.0 |
| Work Seniority | | |
| >10 years | 1 | 2.8 |
| 1 - 5 years | 21 | 58.3 |
| 5 - 10 years | 2 | 5.6 |
| <1 year | 12 | 33.3 |
| Total | 36 | 100.0 |
| Firm age (year of establishment) | | |
| 1 - 10 years | 8 | 22.2 |
| 11 - 20 years | 8 | 22.2 |
| 21 - 30 years | 10 | 27.8 |
| Above 30 years | 10 | 27.8 |
| Total | 36 | 100.0 |
| Firm Size (number of full-time employees) | | |
| 1 - 500 | 11 | 30.6 |
| 501 - 1000 | 19 | 52.8 |
| 1001 - 1500 | 3 | 8.3 |
| Above 1500 | 3 | 8.3 |
| Total | 36 | 100.0 |

Source: Data Processing Result, 2025

Table 3 Descriptive Statistics

| <i>Variable</i> | <i>N</i> | <i>Mean</i> | <i>Min</i> | <i>Max</i> | <i>SD</i> |
|---------------------------------|----------|-------------|------------|------------|-----------|
| Corporate Social Responsibility | 36 | 3.75 | 2 | 5 | 1.09 |
| Organizational Pride | 36 | 3.97 | 1 | 5 | 0.99 |
| Pro-Environmental Behavior | 36 | 3.95 | 2 | 5 | 0.92 |

Source: Data Processing Result, 2025

Reliability and Validity

Table 3 Constructs reliability and average variance extracted (AVE) for reflective constructs

| <i>Construct</i> | <i>Loading</i> | <i>Cronbach alpha</i> | <i>Composed Reliability</i> | <i>AVE</i> |
|------------------|----------------|-----------------------|-----------------------------|------------|
| CSR 1 | 0.823 | 0.941 | 0.950 | 0.655 |
| CSR 2 | 0.809 | | | |
| CSR 3 | 0.807 | | | |
| CSR 4 | 0.755 | | | |
| CSR 5 | 0.798 | | | |
| CSR 6 | 0.905 | | | |
| CSR 7 | 0.815 | | | |
| CSR 8 | 0.822 | | | |
| CSR 9 | 0.701 | | | |
| CSR 10 | 0.857 | | | |

| | | | | |
|-------|-------|-------|-------|-------|
| OP 1 | 0.937 | 0.923 | 0.951 | 0.866 |
| OP 2 | 0.929 | | | |
| OP 3 | 0.927 | | | |
| PEB 1 | 0.710 | 0.749 | 0.833 | 0.503 |
| PEB 2 | 0.849 | | | |
| PEB 3 | 0.702 | | | |
| PEB 4 | 0.707 | | | |
| PEB 5 | 0.724 | | | |

Source: Data Processing Result, 2025

The results of the validity test show that all statement items have factorial loads that exceeds 0.69 and the scores of Average Variance Extracted (AVE) are above the minimum level of 0.5. Thus, it can be concluded that all items in the questionnaire can be considered valid (Hair et al., 2017; Fornell and Larcker, 1981). Besides that, based on the results of the reliability test, all variables are said to be reliable if the Cronbach alpha value is greater than 0.60 and composite reliability higher than 0.7 (Werts et al., 1978).

Structural model and Mediation Effects

Before the structural model assessment, the inexistence of collinearity between the constructs of the model has been confirmed. The VIF values between the model constructs have been calculated. All values, from a minimum of 1.67 to a maximum of 3.54, are below the cutoff criterion of 5 established by Hair et al. (2016, 2017). Next, the sign, size and significance of the path coefficients, the values of R^2 tests have been calculated. Table 4 shows the values of R^2 , and Table 5 shows the values of the path coefficients (direct and mediation effects) and the t-statistic.

Table 4 coefficient of determination value (R^2) test

| | <i>R-square</i> | <i>R-square adjusted</i> |
|----------------------------|-----------------|--------------------------|
| Pro-Environmental Behavior | 0.601 | 0.577 |
| Organizational Pride | 0.628 | 0.617 |

Source: Data Processing Result, 2025

Table 5 Direct and Mediation Effects on Variables

| | <i>Original sample (O)</i> | <i>Sample mean (M)</i> | <i>Standard deviation (STDEV)</i> | <i>T statistics (O/STDEV)</i> | <i>P values</i> |
|------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| CSR -> PEB | 0.532 | 0.582 | 0.174 | 3.062 | 0.002 |
| CSR -> OP | 0.793 | 0.797 | 0.072 | 10.947 | 0.000 |
| OP -> PEB | 0.504 | 0.507 | 0.118 | 3.206 | 0.001 |
| CSR -> OP -> PEB | 0.190 | 0.192 | 0.076 | 2.490 | 0.017 |

Source: Data Processing Result, 2025

The scores of R^2 are above 0.50. Therefore it can be concluded that the regression model for each variable has a moderate level. Then, the score of P values are below 0.05 for direct effects on each variable and the mediation effect of Organizational Pride. Thus it can be concluded that the hypothesis that relate CSR to PEB, Organizational Pride to PEB, and mediation of Organizational Pride between CSR and PEB are supported.

Discussions

This study aimed to examine a theoretical model to understand how employees' perceptions of corporate social responsibility (CSR) influence their pro-environmental behavior (PEB). To achieve this, a theoretical framework was developed to explain how, why, and when perceived CSR impacts employees' pro-environmental behavior, drawing upon social identity theory. Specifically, the study investigates the direct relationship between CSR and PEB, as well as the mediating role of organizational pride in this relationship. The findings of this study support our hypothesis that employees' perceptions of CSR-related activities influence their pro-environmental behavior (PEB), aligning with the results of previous research (Afsar et al., 2018; Afsar et al., 2020; Tian & Robertson, 2019). The results indicate that when organizations implement CSR initiatives with an environmentally friendly focus, it can effectively enhance employees' PEB. Additionally, recent literature in management and organizational psychology has emphasized the need for

further research exploring how organizational CSR practices can be leveraged to promote pro-environmental behavior (Tian & Robertson, 2019).

This study also provides empirical evidence on the mediating role of organizational pride in the relationship between CSR and employees' pro-environmental behavior (PEB). While CSR is widely adopted as a sustainable corporate strategy, the mechanisms through which employees' perceptions of CSR influence behaviors like PEB remain underexplored. This research addresses that gap by identifying organizational pride as a key mediator. When companies emphasize CSR and environmental initiatives, it enhances their image among stakeholders, boosting employees' pride. In turn, this pride motivates greater engagement and participation in extra-role behaviors, including PEB, a finding consistent with Ng et al. (2019).

Conclusions

This study, conducted within the manufacturing industry in Bandung, Indonesia, used Social Identity Theory to examine how perceived CSR influences pro-environmental behavior (PEB) through the mediating role of organizational pride. To our knowledge, this is among the first studies to explore the mediating effect of organizational pride from the employees' perspective. The results indicate that CSR positively and significantly affects PEB, with organizational pride serving as a mediator in this relationship. These findings highlight the importance of both CSR initiatives and organizational pride as key drivers of PEB, particularly for manufacturing companies in developing countries.

References

- Afsar, B., & Umrani, W. A. (2020). Corporate social responsibility and pro-environmental behavior at workplace: The role of moral reflectiveness, coworker advocacy, and environmental commitment. *Corporate Social Responsibility and Environmental Management*, 27(1), 109–125.
- Afsar, B., Al-Ghazali, B. M., Rehman, Z. U., & Umrani, W. A. (2020). The moderating effects of employee corporate social responsibility motive attributions (substantive and symbolic) between corporate social responsibility perceptions and voluntary pro-environmental behavior. *Corporate Social Responsibility and Environmental Management*, 27, 769–785.
- Afsar, B., Cheema, S., & Javed, F. (2018). Activating employee's proenvironmental behaviors: The role of CSR, organizational identification, and environmentally specific servant leadership. *Corporate Social Responsibility and Environmental Management*, 25(5), 904–911.
- Azevedo Alves, A., Booth, P. and Fryzeł, B. (2019), "Business culture and corporate social responsibility: an analysis in the light of catholic social teaching with an application to whistleblowing", *The Heythrop Journal*, Vol. 60 No. 4, pp. 1-24.
- Baskentli, S., Sen, S., Du, S., & Bhattacharya, C. (2019). Consumer reactions to corporate social responsibility: The role of CSR domains. *Journal of Business Research*, 95, 502–513
- Carvalho, S.W.; Sen, S.; de Oliveira Mota, M.; de Lima, R.C. (2010). Consumer reactions to CSR: A Brazilian perspective. *J. Bus. Ethics*. 91, 291–310.
- Chan, E.S.; Hon, A.H.; Chan, W.; Okumus, F. (2014). What drives employees' intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour. *Int. J. Hosp. Manag*, 40, 20–28
- Climateworks Centre, 2025, Decarbonising Indonesia's manufacturing sector: Case studies from the food and beverage, textile and chemical industries. ISBN: 978-1-7637231-1-5
- Farooq, M. S., & Salam, M. (2020). Nexus between CSR and DSIW: A PLS SEM approach. *International Journal of Hospitality Management*, 86, 102437.
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, 60(3), 954–985.
- Fornell, C. and Larcker, D.F. (1981), "Structural equation models with unobservable variables and measurement error: algebra and statistics", *Journal of Marketing Research*, Vol.18No.3, pp.382-388.
- Freydey, M. & Frigita, K. (2023). The Impact of Corporate Social Responsibility Practices on Company Reputation in the Manufacturing Sector. *Journal on Economics, Management and Business Technology*. Vol. 2 No. 1 pp. 49-57
- Guterman, S. S. (1974). Existence, relatedness, and growth: Human needs in organizational settings. JSTOR.
- Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM) (2nd ed.). California: SAGE Publications.
- Hou, C.-E.; Lu, W.-M.; Hung, S.-W. (2019) Does CSR matter? Influence of corporate social responsibility on corporate performance in the creative industry. *Ann. Oper. Res.* 278, 255–279.
- John, A., Qadeer, F., Shahzadi, G., & Jia, F. (2019). Getting paid to be good: How and when employees respond to corporate social responsibility? *Journal of Cleaner Production*, 215, 784–795.
- Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology*, 83(4), 857–878.

- Manente, M., Minghetti, V., & Mingotto, E. (2014). Corporate social responsibility in the tourism industry. In *Responsible tourism and CSR* (pp. 15–26). Springer.
- Minor, D., & Morgan, J. (2011). CSR as reputation insurance: Primum non nocere. *California Management Review*, 53(3), 40–59.
- Ng, T. W., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology*, 72(1), 107–137.
- Öberseder, M.; Schlegelmilch, B.B.; Murphy, P.E. (2013). CSR practices and consumer perceptions. *J. Bus. Res.* 66, 1839–1851.
- Raza, A., Rather, R. A., Iqbal, M. K., & Bhutta, U. S. (2020). An assessment of corporate social responsibility on customer company identification and loyalty in banking industry: a PLS-SEM analysis. *Management Research Review*, 43(11), 1337–1370. <https://doi.org/10.1108/mrr08-2019-0341>.
- Santos, M. (2011), “CSR in SMEs: strategies, practices, motivations and obstacles”, *Social Responsibility Journal*, Vol. 7 No. 3, pp. 490-508.
- Shiming, D.; Burnett, J. (2002). Energy use and management in hotels in Hong Kong. *Int. J. Hosp. Manag.* 21, 371–380.
- Tian, Q.; Robertson, J.L. (2019). How and when does perceived CSR affect employees’ engagement in voluntary pro-environmental behavior? *J. Bus. Ethics* 155, 399–412.
- Tsachouridi, I., & Nikandrou, I. (2016). Organizational virtuousness and spontaneity: A social identity view. *Personnel Review*, 45, 1302–1322.
- Tian, Z.; Wang, R.; Yang, W. (2011). Consumer responses to corporate social responsibility (CSR) in China. *J. Bus. Ethics*. 101, 197–212.
- Virakul, B., Koonmee, K. and McLean, G.N. (2009), “CSR activities in award-winning Thai companies”, *Social Responsibility Journal*, Vol. 5 No. 2, pp. 178-199.
- Wells, V. K., Manika, D., Gregory-Smith, D., Taheri, B., & McCowlen, C. (2015). Heritage tourism, CSR and the role of employee environmental behaviour. *Tourism Management*, 48, 399–413.
- Werts, C.E., Linn, R.L. and Jöreskog, K.G. (1974), “Intraclass reliability estimates: testing structural assumptions”, *Educational and Psychological Measurement*, Vol. 34 No. 1, pp. 25-33.
- Wu, Yujuan et al. (2023). The Impact of environmental regulation, Environment, Social and Government Performance, and technological innovation on enterprise resilience under a green recovery. *Heliyon*, Volume 9, Issue 10, e20278

Authors’ Bibliography

Elma Aurelia Agustine¹⁾

Bandung, August 23 2000

Elma Aurelia Agustine is currently a master student at Universitas Widyatama, located in Bandung, Indonesia, majoring in Management. Her research focuses on issues related to the human resources management, particularly employees’ attitude and behavior in the manufacturing sector.

Elma’s main research interests include Employees’ Attitude and Behavior, Strategic Human Resources Management, and the development of manufacturing sectors.