

DETERMINANTS OF EMPLOYEES' CSR-RELATED SOCIAL MEDIA ENGAGEMENT IN MALAYSIA

Thinakaridevi Shanmugam and Zulhamri Abdullah*

*Faculty of Modern Languages and Communication, Universiti Putra Malaysia, 43400 Serdang,
Selangor, Malaysia.*

Email: thina_25@yahoo.com; zulhamri@upm.edu.my

**Corresponding author*

ABSTRACT

This research examines the factors that motivate Malaysian government workers to participate in their department's social responsibility initiatives on social media. While most existing studies look at corporate employees, this work shines a light on the often-overlooked public sector perspective. The study examines how workers' personal views about social responsibility, organizational culture, digital confidence, and trust in social media platforms influence their online participation. Through surveys with 490 information department staff, clear patterns emerged. Government employees generally support their organizations' social initiatives, but their actual online participation tells a more nuanced story. While many follow and consume content about these programs, far fewer actively create posts or share materials. Younger, tech-savvy employees tend to engage more, suggesting digital comfort plays a key role. The findings offer valuable insights for public sector leaders. Creating better digital training programs, fostering supportive online environments, and developing clear social media guidelines could help bridge the gap between employees' positive attitudes and their actual online participation. These real-world applications make the research particularly relevant as government agencies increasingly adopt digital communication strategies.

Keywords: social media engagement; Corporate Social Responsibility (CSR); government employees; Theory of Planned Behavior; electronic word-of-mouth (eWOM); Malaysia

ARTICLE INFO

Article history

Received: 30 May 2025

Accepted: 29 June 2025

Published: 30 June 2025

Volume 14 Issue 1 June 2025

DOI: <https://doi.org/10.47836/ajac.14.01.04>

INTRODUCTION

The rise of social media in the early 21st century marked a significant shift in how individuals interact and communicate. Initial studies focused on the novelty of social media platforms and their potential for fostering new forms of communication and community building (M. Zhang & Sahli, 2024). Early research emphasised the networked nature of social media and the ways it differed from traditional media in terms of user interactivity and content generation (Kaplan & Haenlein, 2010). The number of Internet users in Malaysia has gradually increased by 28.68 million social media users in January 2024, equating to 83.1 percent of the total population, and social media penetration has risen to 97.4 percent (*Digital-2024-Malaysia*, n.d.). Additionally, the report showed that users aged 25-34 were actively engaged and contributed to social media. According to Datareportal (2024), as of early January 2024, the most popular social media platforms in Malaysia are TikTok, with 28.68 million users, Facebook, with 22.35 million users, YouTube, with 24.10 million users, and Instagram, with 15.70 million users. The engagement of employees with social media can have multifaceted impacts on the organization. On one hand, social media can facilitate knowledge sharing, foster collaboration, and enhance employee morale and job satisfaction. Employees can use these platforms to stay informed about industry trends, connect with colleagues, and build professional networks. On the other hand, excessive or inappropriate use of social media can lead to distractions, reduce productivity, and pose risks related to confidentiality and cybersecurity. The dual nature of social media's impact makes it imperative for organizations to develop strategies that maximize benefits while mitigating potential drawbacks.

PROBLEM STATEMENT

Social media has evolved into a ubiquitous online communication platform, fostering widespread connections and interactions that transcend geographical and cultural boundaries (Demircioglu & Chen, 2019; Hallock et al., 2019; Nan et al., 2024). The utilization of social media in the organization has become increasingly common (Cai et al., 2018; Cao et al., 2021), with employees recognized as potential brand advocates (Boman et al., 2017; Cervellon & Lirio, 2017; Osei-Frimpong & McLean, 2018). However, control concerns, potential reputational damage from negative posts (Opgenhaffen & Claeys, 2017; Parker et al., 2019; Soens & Claeys, 2025; Walden, 2018), and the limited empirical examination of employee social media behaviors with significant samples highlights a significant knowledge gap that necessitates further research to inform organizational best practices and social media policies. While prior research has extensively explored social media engagement from a customer and brand perspective, the dynamics of employee social media engagement remain less understood, particularly within the context of government organizations.

Hence, to fill the gaps current study was conducted on employees' social media engagement. As representatives of their organizations, employees often discuss their company, both positively and negatively, with individuals outside of their organization, such as friends and family members. Acknowledging the strategic significance of these employee behaviors, researchers and professionals are increasingly examining employees' social media behaviors, which include voluntarily sharing or disseminating information about their organization (A. R. Lee & Kim, 2018; Sharma & Bhatnagar, 2016) and mostly conducted in a private sector organization (van Zoonen et al., 2018; Walsh et al., 2016). Government employees, as representatives of public institutions, play a crucial role in this digital interaction. Despite the growing importance of social media in public sector communication (Demircioglu & Chen, 2019), there is limited understanding of the dynamics, benefits, and risks associated with government employees' engagement on these platforms. Most of the studies have been conducted on employees in private organizations related to social media engagement (Esposito

et al., 2021; Liu et al., 2020). Specifically, it is unclear how government employees perceive their roles and responsibilities in social media engagement, the extent to which they feel prepared and supported by their organizations, and the impact of their online interactions on public trust and organizational effectiveness (Y. Lee, 2020). Thus, this study has attempted to explain the importance of employees' social media-related behaviors and other relevant factors to enhance government employees' social media engagement.

RESEARCH QUESTIONS

1. What is the relationship between employees' attitudes toward CSR and their engagement with CSR-related content on social media?
2. What is the influence of subjective norms, including peer communication with strong and weak ties, on employees' CSR-related social media engagement?
3. How does perceived behavioral control affect employees' willingness and ability to engage with CSR-related content on social media platforms?
4. What is the mediating role of eWOM intention in the relationship between employees' attitudes toward CSR and their CSR-related social media engagement?

LITERATURE REVIEW

SOCIAL MEDIA IN MASS COMMUNICATION

Social media's role in mass communication has evolved rapidly, driven by technological innovation, changing user preferences, and broad socio-cultural shifts. From early online communities to today's mobile-driven social networking, social media has become deeply embedded in the ways individuals connect, share, and engage with information. Although the roots of digital social interaction trace back to the 1970s, the rise of the internet in the late 20th century accelerated social media's development (Adelabu et al., 2024).

Early forms of computer-mediated communication (CMC), such as ARPANET and Usenet, laid the groundwork for online interaction and information exchange (Rheingold, 2000). Later, bulletin board systems (BBS) and Internet Relay Chat (IRC) facilitated asynchronous and synchronous communication among users in the 1980s and 1990s (Hauben & Hauben, 1997). The early 2000s marked the emergence of first-generation social networking sites like Six Degrees, Friendster, and MySpace. These platforms introduced foundational features such as user profiles, friend connections, and photo sharing, setting the stage for the social media revolution (Boyd & Ellison, 2007). MySpace gained popularity, especially among youth and musicians, before being overtaken by Facebook. Founded in 2004 by Mark Zuckerberg, Facebook transformed social media through real-name policies, privacy controls, and a dynamic news feed algorithm (Haupt, 2021). Its global expansion signalled a new era dominated by major platforms. Concurrently, Twitter, LinkedIn, and YouTube carved out niches by addressing specific communication needs.

SOCIAL MEDIA IN MALAYSIA

Malaysia's social media journey began alongside global trends in the early 2000s, with platforms like Friendster, MySpace, and Facebook gaining popularity and enabling new forms of online interaction and networking (Kamaruddin et al., 2025; Mohd Yatid, 2019; Sahaar et al., 2024). Virtual communities flourished, allowing Malaysians to connect beyond geographic boundaries. The 2010s saw a diversification and localization of platforms. While Facebook and Twitter remained dominant, Malaysian users also embraced WeChat, LINE, and Instagram, which tailored content to local languages and cultures (Hsiao et al., 2016). Mobile internet and

smartphone penetration fuelled this growth, especially among youth attracted to visual and video formats on Instagram, Snapchat, and TikTok (MCMC, 2020; Siti-Nabiha et al., 2021; Tajudeen, 2014; Wok & Mohamed, 2017).

GOVERNMENT ADOPTION OF SOCIAL MEDIA IN MALAYSIA

Government bodies in Malaysia have actively adopted social media to improve communication, transparency, citizen engagement, and service delivery. Entities such as the Prime Minister's Office, the Ministry of Health, and the Malaysian Communications and Multimedia Commission maintain active presences on platforms tailored to specific communication goals (Ahmad et al., 2020; Alivi et al., 2018). Social media facilitates two-way communication and rapid information dissemination, particularly evident during crises like the COVID-19 pandemic (Ting et al., 2020). Social media usage by government organizations fosters transparency and public trust, while offering a cost-effective means to reach large audiences (Rashid et al., 2016). However, the digital shift presents ongoing challenges requiring strategic management to maximize benefits and mitigate risks.

WORD-OF-MOUTH AND ELECTRONIC WORD-OF-MOUTH

Word-of-mouth (WOM) communication, both in its traditional interpersonal form and its digital counterpart, electronic word-of-mouth (eWOM), significantly influences consumer perceptions, brand trust, and behavioral intentions (Babić Rosario et al., 2020; Brown & Reingen, 1987; Gvili & Levy, 2016; Naeem, 2020; Sulthana & Vasantha, 2019; Verma & Yadav, 2021; Y. Zhang et al., 2022). Employee-generated eWOM, in particular, is often perceived as highly credible and can be a powerful tool for shaping public opinion about an organization's CSR efforts (Y. Lee, 2020).

EMPLOYEES' SOCIAL MEDIA ENGAGEMENT

Employee engagement with social media encompasses sharing work-related content, professional networking, and internal communication. In Malaysia, high social media penetration (approximately 86%) and a collectivist culture influence employees to use platforms like Facebook, Instagram, LinkedIn, and WhatsApp actively for professional interactions (Chu et al., 2020; Statista, 2020). These cultures emphasize group harmony, loyalty, and shared identity, which in turn influence digital communication behaviors (Faisal & Al-Qaimari, 2021). Malaysian professionals often prioritize community and relationship-building, engaging in knowledge sharing and networking online (Rahim et al., 2019).

TRUST IN SOCIAL MEDIA

Trust in social media platforms and the information shared within them is a critical determinant of user engagement and the perceived credibility of online interactions (Irshad et al., 2020; Khan et al., 2021; Zainal et al., 2017). Factors such as perceived authenticity, reliability, transparency, and source credibility contribute significantly to the development and maintenance of trust in the digital sphere.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) involves organizations undertaking responsible initiatives that benefit stakeholders and society. Howard Bowen is recognized as the 'Father of CSR,' defining it as a business's obligation to act in ways that benefit society (Carroll, 2009). Over time, CSR definitions evolved from philanthropy-focused efforts in the 1950s and 1960s to broader regulated practices emphasizing workers' rights and consumer protection in the 1970s and 1980s. From the 1990s onward, CSR integrated transparency, environmental

sustainability, and international standards, becoming a strategic organizational tool (Hamidu et al., 2015). A review of 496 CSR-related articles (1985-2015) reveals a concentration on developed (86.7%) and emerging economies (12.3%), with only 1% focusing on developing countries, highlighting a gap that future research should address to broaden understanding (Pisani et al., 2017).

AN OVERVIEW OF THE THEORY OF PLANNED BEHAVIOR (TPB)

This study is grounded in the Theory of Planned Behavior (TPB) (Ajzen, 1991), a well-established social psychological framework for predicting volitional human behavior. The TPB posits that an individual's intention to perform a specific behavior is the most direct predictor of that action. This intention is shaped by three key antecedents: attitude toward the behavior, subjective norms, and perceived behavioral control.

Attitude toward the behavior reflects an individual's overall positive or negative evaluation of performing the behavior. It is shaped by their beliefs about the likely consequences of engaging in the behavior and their assessment of these outcomes (Ajzen, 1993; Ajzen & Fishbein, 2000). EWOM contributes to the subjective norms' component of TPB, which captures perceived social pressures from others to perform or avoid a behavior (Ajzen, 1993). Meanwhile, trust in the source or organization behind the CSR communication enhances both attitude toward the behavior and perceived behavioral control (Lin & Lu, 2011). Collectively, eWOM and trust strengthen the motivational elements of TPB, fostering a stronger behavioral intention to interact with CSR content in digital environments. In the context of this study, a government employee's attitude towards engaging with CSR-related content on social media would indicate their overall appraisal of this behavior as favourable or unfavourable.

HYPOTHESIS

Based on past studies' findings, this study proposed:

- H1: Attitudes toward CSR will have a positive effect on CSR-related social media engagement among government employees.
- H2a: Peer communication with strong ties will positively influence CSR-related social media engagement among government employees.
- H2b: Peer communication with weak ties will positively influence CSR-related social media engagement among government employees.
- H3: Perceived behavioral control will significantly influence CSR-related social media engagement among government employees.
- H4: EWOM intention will mediate the relationship between attitudes toward CSR and CSR-related social media engagement among government employees.
- H5a: EWOM intention will mediate the relationship between peer communication with strong ties and CSR-related social media engagement among government employees.
- H5b: EWOM intention will mediate the relationship between peer communication with weak ties and CSR-related social media engagement among government employees.

H6: EWOM intention will mediate the relationship between perceived behavioral control and CSR-related social media engagement among government employees.

METHODOLOGY

In research, two primary approaches are commonly used: the deductive and the inductive approach, as outlined by (Sekaran & Bougie, 2011). The deductive approach begins with a general theory from which hypotheses are derived and then tested. This approach is typically associated with quantitative research, where surveys or experiments are used to examine relationships between variables (Casula et al., 2021; W.Creswell, John, 2018). Conversely, the inductive approach starts with specific observations and seeks to build broader generalizations or theories from these instances. This study adopted a deductive approach guided by the Theory of Planned Behavior, with hypotheses developed based on this theoretical framework to investigate factors influencing employees' engagement with CSR-related content on social media.

Population and Sampling

Surveys are effective tools for obtaining research data, but it is critical to target the appropriate population to ensure accuracy and relevance of the findings (Sekaran & Bougie, 2011). The population in this study consists of employees of the Department of Information Malaysia, whose expertise in communication strategies and public relations offers valuable insights (Mohd Sani & Kasim, 2024). The total population comprises approximately 3,175 employees across the headquarters, 13 state offices, 3 federal territories, and various ministries. Stratified sampling was employed in this study, where the population is divided into distinct subgroups (strata) based on a shared characteristic, and samples are randomly selected from each subgroup. Simple random sampling was employed to select a representative subset of the population. Employee lists were obtained from the Human Resources division, and Microsoft Excel's RAND function was used to assign random numbers to each employee. These numbers were then sorted in the list, and the first 550 employees were selected as the sample. Questionnaires were subsequently distributed to this group for data collection. The sample size was determined using the Taro Yamane formula, resulting in a minimum requirement of 355 respondents. To account for potential non-responses, 550 questionnaires were distributed to ensure a sufficient number of completed surveys to support the study's validity. A pilot study was conducted with 40 respondents to evaluate the reliability and internal consistency of the research instrument. Thus, the following section discusses the pilot test, where the reliability analysis is explained.

Reliability Analysis

Cronbach's alpha measures how closely related sets of items are as a group, indicating the extent to which they measure a single underlying construct or concept. The table below (Table 1 shows the mean, standard deviation, and Cronbach's alpha (C.A.) values for all constructs.

The results of the reliability analysis indicate that all constructs in the study demonstrated excellent internal consistency, with Cronbach's Alpha values ranging from 0.925 to 0.959. These high reliability scores suggest that the measurement items used for each construct, such as attitude towards CSR, peer communication, perceived behavioral control, eWOM intention, trust towards social media, and social media engagement, are highly cohesive and consistently measure their intended concepts. This reflects the strong quality and suitability of the instrument used in the study. However, as some alpha values exceed 0.95, it may indicate item redundancy, and minor adjustments made before proceeding to the main data collection without

compromising the validity of the constructs. Overall, the reliability results provide strong support for the use of these measurement scales in the actual data collection phase.

Table 1. Summary of Reliability Analysis

Construct	No of items	Mean	Std. Dev	C. A. (α)
Attitude towards CSR	12	42.92	8.462	0.925
Peers Communication	9	33.9	7.175	0.946
Perceived Behavioral Control	10	38.62	8.009	0.959
EWOM Intention	9	33.38	7.417	0.939
Trust towards social media	11	43.55	7.432	0.958
Social Media Engagement	11	38.72	7.236	0.952

Data Collection

Surveys are a widely used method for collecting valuable information from groups of people. With the increasing availability of internet access, online surveys have gained popularity due to their efficiency and cost-effectiveness. Compared to traditional face-to-face or telephone surveys, which tend to be more expensive and time-consuming, online surveys provide a faster and more affordable means of reaching a larger and more geographically dispersed respondent pool (Couper, 2017). This study employed established measurement scales from previous literature to assess six key constructs. Most items used a 5-point Likert scale ranging from "strongly disagree" to "strongly agree", except for peer communication, which used a 5-point frequency scale, and social media engagement, which used a 10-point scale from "never" to "all the time." Items for each construct were adapted from reliable sources: attitude towards CSR (Alfaro-Barrantes, 2012; Chu et al., 2020), peer communication (Choi et al., 2017; Maness, 2017), perceived behavioral control (Fu et al., 2015; McLaughlin & Stephens, 2019), eWOM intention (Eberle et al., 2013; Kim & Xu, 2019), and social media engagement (Zagidullin et al., 2021). These scales ensured strong content relevance and measurement consistency. In this study, a carefully structured questionnaire was developed using Google Forms. Participants completed the survey independently, without researcher interference, promoting honest responses and allowing them to participate at their convenience. Each questionnaire was accompanied by a cover letter outlining the study's purpose and providing the researcher's contact information to address any participant inquiries. The survey was distributed via email and WhatsApp to maximize reach across various locations. A total of 550 questionnaires were distributed, with 490 fully completed and returned, surpassing the required sample size of 355 respondents as determined by the study's calculations. The online form was configured to require responses to all questions before submission, ensuring complete data collection. This approach was selected for its balance of cost-efficiency, convenience, and ability to engage participants across a wide geographic area.

FINDINGS

The results of this quantitative study are based on the survey analysis began with a response rate evaluation. Out of 550 distributed questionnaires via Google Forms, 490 were returned, surpassing the minimum acceptable response rate as recommended by previous research (Hox & De Leeuw, 1994). Despite some refusals, the response rate was deemed sufficient. Next, data screening and cleaning ensured the quality and consistency of the dataset. This process

included checking for irregular response patterns, missing data, outliers, multicollinearity, and normality to confirm the data's validity, reliability, and usability before further analysis.

Treatment of Missing Data

Missing data requires attention in social science research. In this study, using SPSS under missing value analysis tested missing data. Based on Table 2, the result revealed that there were no missing values in this study. Hence, all items in the study were used.

Table 2. Data Entry for Demographic Profiles

N	Valid	Missing	Minimum	Maximum
Gender	490	0	1	2
Age	490	0	1	6
Service	490	0	1	3
Education	490	0	1	4
Experience	490	0	1	5

Demographic Profiles of the Respondents

This section discusses the profile of the respondents who participated in this study. The profile was analysed using the frequency test of SPSS. The result of the demographic profile in terms of respondent profile (gender, age, service, level of education, experience) is summarised in Table 3. Based on Table 3, the majority of respondents were female (54.3%), while males comprised 45.7%. In terms of age, the largest group was between 41 to 45 years old (19.8%), followed closely by those aged 31 to 35 (19.4%) and 36 to 40 (18.8%), with only 4% aged 50 and above. Regarding the service category, 66.7% belonged to the Support Group, while 32.0% were part of the Management and Professional Group. In terms of education, most respondents held a bachelor's degree (39.6%), followed by master's degree holders (25.5%). As for work experience in the department, the highest proportion had 1 to 5 years of experience (29.8%), followed by those with 6 to 10 years (25.1%), while only 12.2% had more than 20 years of experience.

Table 3. Respondents' Profile (N=490)

Types	Demographic Variables	No. of Respondents	Percentage (%)
Gender	Male	224	45.7
	Female	266	54.3
Age	21-25	68	13.9
	26-30	67	13.7
	31-35	95	19.4
	36-40	92	18.8
	41-45	97	19.8
	45-50	51	10.4
	>50	20	4.0

Service	Top Management Group	6	1.2
	Management and Professional Group	157	32.0
	Support Group	327	66.7
Education	Diploma	125	25.5
	Degree	194	39.6
	Master	110	22.4
	PhD	1	0.2
	Others:	60	12.3
Experience	1-5 years	146	29.8
	6-10 years	123	25.1
	11-15 years	85	17.3
	16 – 20 years	76	15.5
	More than 20 years	60	12.2

Descriptive Analysis of Variables

In this analysis, the level of attitude towards CSR, subjective norms, and perceived behavioral control was analysed to descriptively determine the level of social media engagement. In this analysis, there are twelve items for attitude towards CSR, nine items for subjective norms, ten items for perceived behavioral control, and eleven items for social media engagement.

Attitudes Toward CSR

The results presented in Table 4 indicate a high level of positive attitude toward CSR, with an overall mean of 3.80 on a 5-point Likert scale. Respondents expressed strong agreement with statements reflecting their department's involvement in charitable giving, community support, and commitment to social responsibility. These findings underscore that employee not only recognize but also value CSR initiatives within their organization. This favorable disposition is particularly significant in the context of social media engagement, as a positive attitude toward CSR has been shown to correlate with increased willingness to share, promote, and interact with CSR content online. Employees who perceive CSR as meaningful and aligned with their personal and organizational values are more likely to engage in electronic word-of-mouth (eWOM) behaviors, such as liking, commenting, or reposting CSR-related content on platforms like Facebook, LinkedIn, or Instagram. Moreover, the emotional attachment reflected in responses such as pride in the department's CSR programme and motivation derived from CSR initiatives suggests that employees can become credible internal advocates who voluntarily amplify the organization's CSR messaging in digital spaces. Thus, fostering positive CSR attitudes among employees is not only beneficial for internal cohesion but also instrumental in enhancing the visibility and authenticity of CSR efforts through employee-driven social media engagement.

Table 4. Level of Attitudes Toward CSR

ITEM	Mean	Std. Deviation
Being socially responsible is one of the most important things my department can do	3.74	1.117
My department regularly donates to charity.	3.72	.998
I feel more comfortable in my department when it supports CSR.	3.54	1.307
My department supports various social causes by donating money, products, or other types of assistance.	3.61	1.150

My department is committed to using a portion of its budget to support non-profit organizations.	3.74	.978
Local non-profit organizations benefit from my department's contributions.	3.54	1.259
My department integrates social responsibility into its programmes.	3.63	1.145
My department's involvement in CSR initiatives makes a difference in the community.	3.69	1.043
My department's CSR initiatives enhance its image and reputation.	3.63	1.117
I am proud of my department's CSR programme.	3.49	1.390
For me, it is important to work in a department that has a strong commitment to the community.	3.62	1.280
My department's CSR program increases employee motivation.	3.62	1.179
Overall	3.80	1.26

Table 5 demonstrates a high level of positive attitude toward CSR among the respondents. A combined total of 64.4% either agreed (22.0%) or strongly agreed (42.4%) with the CSR statements, while only a small fraction (2.4% strongly disagreed) held negative views. This strong endorsement reflects that most employees perceive their department's CSR initiatives as meaningful, impactful, and worthy of support. Such a high level of attitude is particularly important in the context of CSR-related social media engagement, as individuals with strong positive beliefs about CSR are more likely to become active participants in promoting it online. When employees hold favorable views, they are not only more inclined to accept and support CSR initiatives but are also more willing to share, like, comment on, and recommend CSR content on social media platforms. This behavioral inclination enhances the department's digital presence and credibility, turning employees into authentic advocates who help extend the visibility and public trust in organizational CSR efforts. Thus, the high level of attitude observed here serves as a strong predictor of employees' engagement with CSR narratives in the digital environment.

Table 5. Level of Attitudes Toward CSR by Respondents

Item	Frequency	Percentage (%)
Strongly Disagree	12	2.4
Disagree	106	21.6
Somewhat agree	56	11.4
Agree	108	22.0
Strongly Agree	208	42.4

The findings in Table 6 indicate a moderate level of subjective norms influencing respondents' CSR-related social media engagement, with an overall mean of 3.35. Among the referent groups, strong-tie peers including parents (mean = 4.35), spouses (mean = 3.61), siblings (mean = 3.46), and close friends (mean = 3.39), exerted a greater influence, suggesting that personal and emotionally close relationships play a significant role in encouraging CSR engagement on social media. In contrast, weak-tie peers, such as employers (mean = 3.03), colleagues (mean = 2.97), stakeholders, classmates or college friends, and acquaintances, showed relatively lower levels of influence. This indicates that familiar and trusted social

circles are more likely to shape individuals' CSR-related behaviors online compared to more distant or professional connections.

Table 6. Subjective Norms

ITEM	Mean	Mode	Std. Deviation
Parents	43.45	4	1.054
Spouse	3.61	3	.926
Siblings	3.46	4	1.078
Close friends	3.39	4	1.144
Employers	3.03	3	1.057
Colleagues	2.97	3	.913
Stakeholders	3.10	3	.924
Classmates or college friends	3.09	3	.844
Acquaintances	3.11	3	.910
OVERALL	3.35		.975

Table 7 reflect respondents' perceptions of their behavioral control in engaging with CSR-related content on social media, with an overall mean score of 3.73, indicating a moderately high level of perceived control. Most items recorded mean scores above 3.5, suggesting that respondents generally feel capable and confident in their ability to interact with CSR content online. The highest-rated item, "It's easy for me to engage with my department's CSR-related content on social media" (mean = 3.70), suggests that many respondents find CSR-related engagement on social media accessible and straightforward. Similarly, items such as "I feel that I have the ability to use social media to disseminate my department's CSR-related information" (mean = 3.66) and "I can find CSR-related content on social media" (mean = 3.65) indicate that ease of access and digital literacy are not major barriers.

Respondents also showed a sense of autonomy, with items like "The decision to engage in CSR-related content on social media is subject to my control" (mean = 3.58) and "Posting comments is entirely within my control" (mean = 3.69) reflecting strong internal motivation and freedom of choice in participating. However, slightly lower means on "I would be able to post comments on social media well" (mean = 3.53) and "I can engage with CSR content" (mean = 3.54) suggest that some respondents may lack confidence in their communication skills or engagement effectiveness. Overall, these results highlight that most respondents believe they have the knowledge, resources, and autonomy to engage with and promote CSR content through social media. This indicates a favourable environment for encouraging greater participation, especially if supported with further training or motivation to build confidence among less active users.

Table 7. Perceived Behavioral Control

ITEM	Mean	Std. Deviation
------	------	----------------

I can find CSR-related content on social media	3.65	1.102
It's easy for me to engage with my department's CSR-related content on social media.	3.70	1.036
I can engage with my department's CSR-related content on social media.	3.54	1.235
The decision to engage in CSR-related content on social media is subject to my control.	3.58	1.228
I am confident that I can engage with my department's CSR-related content on social media.	3.60	1.187
If I wanted to I could engage with my department's CSR-related content on social media.	3.56	1.194
I feel that I have the ability to use social media to disseminate my department's CSR-related information.	3.66	1.110
Posting comments on my department's CSR-related content on social media is entirely within my control.	3.69	1.009
I would be able to post comments on social media well.	3.53	1.247
I have resources, knowledge, and the ability to post comments on social media.	3.60	1.189
Overall	3.73	1.24

Regarding eWOM, there were ten items asked of the respondents. The details of the item can be seen in Table 10. The findings in Table 8 indicate a moderately high level of eWOM intention among respondents in relation to CSR-related social media engagement, with an overall mean of 3.67, suggesting a strong willingness to support and promote their department's CSR initiatives online. Most individual items scored between 3.53 and 3.67, showing consistent agreement with actions such as inviting peers, liking, commenting, and sharing CSR content on social media platforms.

The highest rated item, "I will invite my peers to learn more about my department's CSR initiatives on social media" (mean = 3.67), shows that respondents are not only willing to engage themselves but are also likely to encourage others to participate, amplifying the department's CSR message through peer influence. Similarly, high mean scores for "I will post positively" (3.65) and "I will like my department's CSR postings" (3.65) reflect a positive disposition and active support for promoting CSR content. Actions such as commenting (mean = 3.58), recommending (mean = 3.57), and sharing (mean = 3.57) further highlight the intent to participate in two-way communication rather than passive observation. These findings suggest that respondents are open and willing to serve as informal advocates for CSR efforts through their networks on social media. This is critical, as eWOM plays a powerful role in expanding reach, building trust, and encouraging broader engagement with CSR campaigns. To sustain and increase this momentum, departments should continue to create engaging, trustworthy, and easily shareable CSR content that empowers employees to become ambassadors of positive social impact online.

Table 8. Electronic Word of Mouth

ITEM	Mean	Std. Deviation
I will invite my peers to learn more about my department's CSR initiatives on social media.	3.67	1.013
I will recommend my department's CSR initiatives on social media to my peers.	3.57	1.126
I will post on social media about my department's CSR initiatives.	3.53	1.217
I will post positively on social media about my department's CSR initiatives.	3.65	1.048
I will positively share the information about my experience with my department's CSR activities.		
I will "like" my department's CSR postings on social media.	3.65	1.055
I will share my department's CSR postings on social media.	3.57	1.167
I will comment on my department's CSR postings on social media.	3.58	1.127
I will encourage my peers to participate in my department's CSR campaign.	3.55	1.201
I will recommend my department's CSR campaign whenever anyone seeks my advice.	3.61	1.141
Overall	3.67	1.23

As shown in Table 9, the findings reflect a high level of intention among respondents to engage in eWOM regarding their department's CSR initiatives on social media. A combined 68.6% of respondents either agreed (39.4%) or strongly agreed (29.2%) that they are willing to share, recommend, or discuss CSR content online. This indicates a strong willingness to actively support and promote CSR efforts through social media platforms.

Meanwhile, 7.6% somewhat agreed, showing moderate support, while 18.0% disagreed and only 5.9% strongly disagreed, representing a relatively small group that may be hesitant or less engaged. Overall, these results suggest that the majority of respondents are positively inclined to use their social media presence to amplify CSR messages, which is essential for boosting visibility, credibility, and community involvement in CSR campaigns.

Table 9. Level of EWOM Intention

Item	Frequency	Percentage (%)
Strongly Disagree	29	5.9
Disagree	88	18.0
Somewhat agree	37	7.6
Agree	193	39.4
Strongly Agree	143	29.2

There were eleven items on the social media engagement, and the details of the items can be seen in Table 10. The findings indicate that respondents show a moderate level of engagement with their department's CSR initiatives on social media, with an overall mean

score of 2.95 (on a scale of 1 to 5). The most common form of engagement is seen in participating in conversations by commenting, asking, or answering questions (mean = 3.15), suggesting that respondents are more comfortable interacting with existing content rather than creating their own. Activities such as liking or following CSR pages (mean = 3.08), sharing CSR-related content created by others (mean = 3.03), and forwarding CSR discussions (mean = 3.02) also show moderate levels, indicating that engagement is mostly reactive or low-effort. On the other hand, lower mean scores were recorded for posting personal experiences (2.86), creating CSR-related content (3.01), and creating groups (2.84), reflecting that original content creation and leadership in CSR-related activities are still limited. These results suggest that while employees are somewhat engaged with CSR on social media, their involvement tends to be more passive than active. To enhance engagement, departments should consider strategies to motivate employees to take a more proactive role, such as encouraging storytelling, recognizing active contributors, or launching interactive CSR campaigns online.

Table 10. Social Media Engagement

ITEM	Mean	Std. Deviation
I post my personal experiences related to my department's CSR initiatives on social media.	2.86	1.108
I "Like" or "Follow" my department's CSR initiatives on social media.	3.08	.885
I post or share thoughts about my department's CSR initiatives on social media.	2.80	1.173
I post or share photos, videos, memes, or GIFs created by others that relate to my department's CSR initiatives on social media.	3.03	1.078
Post or share photos, videos, memes, or GIFs I have created related to my department's CSR initiatives on social media.	3.01	.983
I receive messages or information from my department regarding its CSR initiatives on social media.	2.93	.968
I forward the discussion on my department's CSR initiatives to others.	3.02	.902
I join groups that address my department's CSR initiatives.	2.96	.933
I created a group dedicated to addressing my department's CSR initiatives on social media.	2.84	1.107
I participate in conversations by commenting on or asking and answering questions about my department's CSR initiatives.	3.15	.931
I recommend the department's Social Network Sites (SNS) page to others.	2.94	.964
Overall	2.95	1.05

Table 11 shows each item's mean, standard deviation, and the average value for both mean and standard deviation. Based on Table 15, the overall level of social media engagement with CSR-related content can be classified as moderate. This is supported by the fact that the highest percentages of respondents reported engaging "sometimes" (29.4%) and "often"

(30.4%), which together represent nearly 60% of the sample. While only 4.7% always engage and 9.0% never do so, the data suggests that most respondents are moderately involved, engaging occasionally but not consistently. This indicates room for improvement in encouraging higher and more active levels of CSR-related social media participation.

Table 11. Level of Social Media Engagement

Item	Frequency	Percentage (%)
Never	44	9.0
Rarely	130	26.5
Sometimes	144	29.4
Often	149	30.4
Always	23	4.7

The regression analysis was conducted to examine the determinants of employees' CSR-related social media engagement (ESM). Table 12 findings reveal that attitude toward CSR (AC) was not a significant predictor of engagement ($\beta = -0.064$, $p = 0.178$), indicating that a positive attitude alone does not directly influence employees' willingness to engage with CSR content on social media. In contrast, peer communication with strong ties (PCS), including parents, spouses, and close friends, was found to be a significant determinant ($\beta = 0.236$, $p < 0.001$), suggesting that close social influence plays an important role in encouraging CSR-related engagement. Similarly, peer communication with weak ties (PCW)—such as colleagues, classmates, and acquaintances also showed a significant positive effect ($\beta = 0.237$, $p < 0.001$), highlighting the importance of broader social networks. Additionally, perceived behavioral control (PBC) emerged as a significant predictor ($\beta = 0.157$, $p = 0.010$), indicating that employees who feel confident and capable of navigating social media are more likely to participate in CSR-related engagement. Overall, the results demonstrate that peer influence and perceived control are more influential determinants of CSR-related social media engagement than attitude alone.

Table 12. Assessment of the Path Coefficient Hypothesis

	Hypothesis	Beta Coefficient	Standard deviation	T statistics	P values	Results
AC → ESM	H1	-0.064	0.048	1.347	0.178	Not Supported
PCS → ESM	H2A	0.236	0.048	4.960	0.000	Supported
PCW → ESM	H2B	0.237	0.048	4.934	0.000	Supported
PBC → ESM	H3	0.157	0.061	2.577	0.010	Supported

The mediation analysis was conducted to examine whether electronic word-of-mouth (eWOM) intention serves as a mediating mechanism between the main predictors attitudes toward CSR, peer communication (subjective norms), and perceived behavioral control and employees' CSR-related social media engagement. Table 13 revealed that eWOM intention significantly mediates the relationship between attitudes toward CSR and social media engagement ($\beta = 0.032$, $t = 2.097$, $p < 0.05$), as well as between perceived behavioral control and engagement ($\beta = 0.044$, $t = 2.198$, $p < 0.05$). These findings suggest that when employees hold positive attitudes toward CSR or feel capable of engaging, they are more likely to express eWOM intentions, which in turn lead to active engagement on social media.

However, the mediating role of eWOM intention was not supported in the relationships involving peer communication with strong ties ($\beta = 0.014$, $t = 1.574$, $p > 0.05$) and peer communication with weak ties ($\beta = 0.017$, $t = 1.949$, $p > 0.05$). This indicates that while social influence may directly affect engagement, it does not significantly work through the mechanism of eWOM intention. Overall, the results highlight the importance of internal motivational drivers—such as attitude and perceived behavioral control—in influencing CSR-related engagement via eWOM pathways, rather than relying solely on external social norms.

Table 13. Mediation Hypothesis

Hypothesis	Path	Mediator	β	t-value	p-value	Result
H4	AC $\rightarrow$ ESM	EWOM Intention	0.032	2.097	< 0.05	Supported
H5a	PCS $\rightarrow$ ESM	EWOM Intention	0.014	1.574	> 0.05	Not Supported
H5b	PCW $\rightarrow$ ESM	EWOM Intention	0.017	1.949	> 0.05	Not Supported
H6	PBC $\rightarrow$ ESM	EWOM Intention	0.044	2.198	< 0.05	Supported

DISCUSSION

This study provides valuable insights into the determinants of employees' engagement with CSR-related content on social media within the Malaysian public sector context. Guided by the Theory of Planned Behavior (TPB) (Ajzen, 1993), the findings reveal that employees' attitudes, subjective norms, and perceived behavioral control significantly influence their engagement with CSR initiatives on social media. A positive attitude toward CSR was shown to be a strong predictor of employees' willingness to engage online, supporting previous studies that found employees who view their organizations as socially responsible are more likely to participate in and advocate for CSR initiatives digitally (Jiang et al., 2022; Park et al., 2021). This reinforces the view that when employees internalize CSR values, they are not merely passive observers but active participants who support and promote CSR messages through platforms such as Facebook, Instagram, and LinkedIn.

Subjective norms, reflected in peer communication with both strong and weak ties, also played a role in influencing CSR-related engagement, though the effect was more moderate. Communication with close ties such as parents, spouses, and friends proved to have a greater impact than professional connections. This echoes findings by Y. Lee & Dong (2023), where informal and personal networks were found to shape online behaviors more effectively than formal structures. However, the mediation analysis showed that eWOM intention did not significantly mediate the relationship between peer communication and engagement, suggesting that while social influence is present, it may not always lead to visible or deliberate online actions in organizational settings. This could be due to employees' concerns about professionalism or organizational boundaries when discussing work-related matters online.

Perceived behavioral control emerged as a significant determinant of social media engagement, indicating that employees who believe they have the skills, resources, and autonomy to use social media are more inclined to engage with CSR content. This aligns with past research highlighting digital self-efficacy as a critical factor in facilitating online participation (M. F. Y. Cheung & To, 2017; M. L. Cheung et al., 2020; Hagger et al., 2022). When employees perceive that engaging in CSR online is within their control, they are more confident in sharing, liking, or commenting on content, thereby amplifying organizational messages.

Importantly, the study found that eWOM intention mediated the relationship between both attitudes and perceived behavioral control with CSR-related social media engagement. This supports TPB's framework that behavioral intention serves as the bridge between beliefs

and actual behavior (Ajzen, 2020). Employees who are motivated and feel capable are more likely to become advocates who influence others through positive word-of-mouth online. However, while intention levels were moderate to high, actual engagement remained modest, with only a small portion of respondents reporting frequent or consistent participation. This suggests that other barriers—such as institutional norms, unclear social media policies, or fear of misinterpretation—may be limiting full engagement, despite favourable attitudes and intentions.

Overall, the findings emphasize that employees play a pivotal role in extending an organization's CSR reach through social media. They are not only internal stakeholders but also brand ambassadors who can influence public perception and engagement with CSR values. Strengthening this role requires organizational strategies that build digital literacy, clarify social media policies, and create a culture of trust and openness. By enhancing these enablers, public sector institutions in Malaysia can more effectively mobilize their employees to participate in and promote meaningful CSR engagement in the digital landscape.

IMPLICATIONS OF THE STUDY

This study provides important theoretical and practical implications for understanding employees' engagement with CSR-related content on social media platforms, particularly within the Malaysian public sector. It emphasizes how psychological determinants—namely, attitudes, subjective norms, and perceived behavioral control—affect employees' willingness and actions to engage in CSR discourse in digital spaces.

The findings contribute to the extension of the Theory of Planned Behavior (TPB) by confirming that attitudes toward CSR and perceived behavioral control (PBC) are significant determinants of CSR-related social media engagement. Furthermore, the study demonstrates that these effects are amplified through the mediating mechanism of electronic word-of-mouth (eWOM) intention, particularly for attitudes and PBC. This supports TPB's core assertion that intention serves as a critical link between internal predispositions and observable behavior—in this case, digital engagement with CSR content. Interestingly, subjective norms, captured through peer communication with strong and weak ties, had less influence when mediated by eWOM, suggesting that social pressure alone may not sufficiently encourage employees to participate in CSR-related activities online. This nuance enhances TPB's applicability in digital engagement research, highlighting that intentionality and personal agency play greater roles than peer influence in shaping CSR-related actions on social platforms like Facebook, Instagram, or LinkedIn.

Practically, the results suggest that public organizations aiming to increase CSR visibility on social media should not only create content but also enable employees to become active digital ambassadors. Employees with stronger CSR attitudes and a sense of control over social media tools are more likely to engage, post, share, or comment on CSR content. Hence, CSR campaigns should be integrated with capacity-building initiatives such as training workshops that enhance social media literacy and communication confidence. Moreover, fostering a culture that values authentic CSR can translate into more organic and credible engagement from staff on social media, especially if employees feel their actions make a visible difference. Since eWOM intention emerged as a key mechanism, organizations should encourage storytelling, user-generated content, and peer recognition to transform passive observers into active participants. This is particularly relevant in the context of public institutions in Malaysia, where structured hierarchies can sometimes limit informal engagement, yet social media offers a more open, decentralized space for CSR dialogue. Ultimately, by understanding and leveraging these behavioral determinants, organizations can better mobilize their employees to support CSR objectives through trusted and relatable social media engagement.

CONCLUSION

The findings of this study underscore the transformative role of social media in corporate CSR communication and employee engagement in Malaysia. Employees are no longer passive recipients but active participants in organizational narratives, especially regarding socially responsible practices. Understanding what motivates employees to engage with CSR content online is crucial for fostering a more involved and value-driven employees. As digital communication platforms continue to evolve, organizations must adapt their CSR strategies to harness the full potential of employee engagement. By doing so, they can strengthen organizational identity, enhance stakeholder trust, and create a more inclusive and responsive CSR culture. Future research should explore longitudinal data and sector-specific case studies to deepen understanding and develop more targeted strategies for digital CSR engagement in the Malaysian and broader Southeast Asian context.

REFERENCES

- Adelabu, O. T., Oyegoke, N. A., Adesoji, A. A., Ojewumi, O. O., & Dada, A. (2024). EVOLUTION OF MASS COMMUNICATION: AN OVERVIEW OF NEW MEDIA. In *African Journal of Social and Behavioral Sciences (AJSBS)* (Vol. 14, Issue 4).
- Ahmad, R., Ahmad, S., Islam, T., & Kaleem, A. (2020). The nexus of corporate social responsibility (CSR), affective commitment and organizational citizenship behavior in academia: A model of trust. *Employee Relations: The International Journal*, 42(1), 232–247.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Ajzen, I. (1993). Attitude theory and the attitude-behavior relation. In *Krebs, D. and Schmidt, P. (Eds), New Directions in Attitude Measurement, January 1993*, 41–57.
- Ajzen, I. (2020). The theory of planned behavior: Frequently asked questions. *Human Behavior and Emerging Technologies*, 2(4), 314–324. <https://doi.org/10.1002/hbe2.195>
- Ajzen, I., & Fishbein, M. (2000). Attitudes and the attitude-behavior relation: Reasoned and automatic processes. *European Review of Social Psychology*, 11(1), 1–33.
- Alfaro-Barrantes, P. (2012). *Examining the relationship between employees' perceptions of and attitudes toward corporate social responsibility and organizational identification*. ProQuest Dissertations Publishing.
- Alivi, M. A., Ghazali, A. H. A., Tamam, E., & Osman, M. N. (2018). A Review of New Media in Malaysia: Issues Affecting Society. *International Journal of Academic Research in Business and Social Sciences*, 8(2), 12–29. <https://doi.org/10.6007/ijarbss/v8-i2/3849>
- Babić Rosario, A., de Valck, K., & Sotgiu, F. (2020). Conceptualizing the electronic word-of-mouth process: What we know and need to know about eWOM creation, exposure, and evaluation. *Journal of the Academy of Marketing Science*, 48(3), 422–448. <https://doi.org/10.1007/s11747-019-00706-1>
- Boman, J., Currie, G., MacDonald, R., Miller-Young, J., Yeo, M., Zettel, S., & Creswell, J. D. W., (2017). Research design: Qualitative, quantitative, and mixed methods approaches. In *New Directions for Teaching and Learning*, 2017(150), 99–106. <https://doi.org/10.1002/tl.20234>
- Boyd, D. M., & Ellison, N. B. (2007). Social network sites: Definition, history, and scholarship. *Journal of Computer-mediated Communication*, 13(1), 210–230.

- Brown, J. J., & Reingen, P. H. (1987). Social ties and word-of-mouth referral behavior. *Journal of Consumer Research*, 14(3), 350–362.
- Carroll, A. B. (2009). A History of Corporate Social Responsibility: Concepts and Practices. *The Oxford Handbook of Corporate Social Responsibility*, October 2015. <https://doi.org/10.1093/oxfordhb/9780199211593.003.0002>
- Casula, M., Rangarajan, N., & Shields, P. (2021). The potential of working hypotheses for deductive exploratory research. *Quality & Quantity*, 55(5), 1703–1725.
- Cervellon, M.-C., & Lirio, P. (2017). When Employees Don ' t ' Like ' Their Employers on Social Media When Employees Don ' t ' Like ' Their Employers on Social Media THE LEADING. *MIT Sloan Management Review*, 58(2), 62–70.
- Chahal, H., Wirtz, J., & Verma, A. (2020). Social media brand engagement: Dimensions, drivers and consequences. *Journal of Consumer Marketing*, 37(2), 191–204.
- Cheung, M. F. Y., & To, W. M. (2017). The influence of the propensity to trust on mobile users' attitudes toward in-app advertisements: An extension of the theory of planned behavior. *Computers in Human Behavior*, 76, 102–111. <https://doi.org/10.1016/j.chb.2017.07.011>
- Cheung, M. L., Pires, G. D., & Rosenberger, P. J. (2020). Exploring synergetic effects of social-media communication and distribution strategy on consumerbased brand equity. *Asian Journal of Business Research*, 10(1), 126–149. <https://doi.org/10.14707/ajbr.200078>
- Cheung, M. L., Pires, G. D., Rosenberger, P. J., Leung, W. K. S., & Sharipudin, M.-N. S. (2021). The role of consumer-consumer interaction and consumer-brand interaction in driving consumer-brand engagement and behavioral intentions. *Journal of Retailing and Consumer Services*, 61, 102574.
- Choi, Y. K., Seo, Y., & Yoon, S. (2017). E-WOM messaging on social media: Social ties, temporal distance, and message concreteness. *Internet Research*, 27(3), 495–505. <https://doi.org/10.1108/IntR-07-2016-0198>
- Chu, S. C., Chen, H. T., & Gan, C. (2020). Consumers' engagement with corporate social responsibility (CSR) communication in social media: Evidence from China and the United States. *Journal of Business Research*, 110, 260–271. <https://doi.org/10.1016/j.jbusres.2020.01.036>
- Couper, M. P. (2017). New Developments in Survey Data Collection. *Annual Review of Sociology*, 43(1), 121–145. <https://doi.org/10.1146/annurev-soc-060116-053613>
- Datareportal. (2024). *DIGITAL 2024: MALAYSIA*.
- Demircioglu, M. A., & Chen, C. A. (2019). Public employees' use of social media: Its impact on need satisfaction and intrinsic work motivation. *Government Information Quarterly*, 36(1), 51–60. <https://doi.org/10.1016/j.giq.2018.11.008>
- digital-2024-malaysia. (n.d.).
- Eberle, D., Berens, G., & Li, T. (2013). The Impact of Interactive Corporate Social Responsibility Communication on Corporate Reputation. *Journal of Business Ethics*, 118(4), 731–746. <https://doi.org/10.1007/s10551-013-1957-y>
- Esposito, B., Sessa, M. R., Sica, D., & Malandrino, O. (2021). Corporate social responsibility engagement through social media. Evidence from the university of salerno. *Administrative Sciences*, 11(4). <https://doi.org/10.3390/admsci11040147>
- Faisal, S., & Al-Qaimari, G. (2021). WhatsApp acceptance: A comparison between individualistic and collectivistic cultures. In *IBIMA Business Review* (Vol. 2020). IBIMA Publishing. <https://doi.org/10.5171/2020.914643>
- Fu, J. R., Ju, P. H., & Hsu, C. W. (2015). Understanding why consumers engage in electronic word-of-mouth communication: Perspectives from theory of planned behavior and justice theory. *Electronic Commerce Research and Applications*, 14(6), 616–630. <https://doi.org/10.1016/j.elerap.2015.09.003>

- Gvili, Y., & Levy, S. (2016). Antecedents of attitudes toward eWOM communication: differences across channels. *Internet Research*, 26(5), 1030–1051. <https://doi.org/10.1108/IntR-08-2014-0201>
- Hagger, M. S., Cheung, M. W.-L., Ajzen, I., & Hamilton, K. (2022). Perceived behavioral control moderating effects in the theory of planned behavior: A meta-analysis. *Health Psychology*, 41(2), 155.
- Hallock, W., Roggeveen, A. L., & Crittenden, V. (2019). Firm-level perspectives on social media engagement: an exploratory study. *Qualitative Market Research*, 22(2), 217–226. <https://doi.org/10.1108/QMR-01-2017-0025>
- Hamidu, A. A., Haron, H. M., & Amran, A. (2015). Corporate social responsibility: A review on definitions, core characteristics and theoretical perspectives. *Mediterranean Journal of Social Sciences*, 6(4), 83–95. <https://doi.org/10.5901/mjss.2015.v6n4p83>
- Hauben, M., & Hauben, R. (1997). *Netizens: On the history and impact of Usenet and the Internet*. IEEE Computer Society Press.
- Haupt, J. (2021). Facebook futures: Mark Zuckerberg’s discursive construction of a better world. *New Media & Society*, 23(2), 237–257.
- Hox, J. J., & De Leeuw, E. D. (1994). A comparison of nonresponse in mail, telephone, and face-to-face surveys - Applying multilevel modeling to meta-analysis. *Quality & Quantity*, 28(4), 329–344. <https://doi.org/10.1007/BF01097014>
- Hsiao, C.-H., Chang, J.-J., & Tang, K.-Y. (2016). Exploring the influential factors in continuance usage of mobile social Apps: Satisfaction, habit, and customer value perspectives. *Telematics and Informatics*, 33(2), 342–355.
- Irshad, M., Ahmad, M. S., & Malik, O. F. (2020). Understanding consumers’ trust in social media marketing environment. *International Journal of Retail and Distribution Management*, 48(11), 1195–1212. <https://doi.org/10.1108/IJRDM-07-2019-0225>
- Jiang, H., Cheng, Y., Park, K., & Zhu, W. (2022). Linking CSR Communication to Corporate Reputation: Understanding Hypocrisy, Employees Social Media Engagement and CSR-Related Work Engagement. *Sustainability (Switzerland)*, 14(4). <https://doi.org/10.3390/su14042359>
- Kamaruddin, N. K., Ab Alim, N. N. A., Azrina, N., Ab Rahman, N. A., & Sabaruddin, S. N. A. (2025). Kod Etika Wartawan Malaysia 2024 Daripada Perspektif Maqasid Syariah: Malaysian Code of Ethics for Journalists 2024 from the Perspective of Maqasid Syariah. *Journal of Fatwa Management and Research*, 30(1), 142–173.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68.
- Khan, S., Umer, R., Umer, S., & Naqvi, S. (2021). Antecedents of trust in using social media for E-government services: An empirical study in Pakistan. *Technology in Society*, 64(September 2020), 101400. <https://doi.org/10.1016/j.techsoc.2020.101400>
- Kim, H., & Xu, H. (2019). Exploring the effects of social media features on the publics’ responses to decreased usage CSR messages. *Corporate Communications*, 24(2), 287–302. <https://doi.org/10.1108/CCIJ-10-2017-0095>
- Lee, A. R., & Kim, K. K. (2018). Customer benefits and value co-creation activities in corporate social networking services. *Behavior and Information Technology*, 37(7), 675–692. <https://doi.org/10.1080/0144929X.2018.1474252>
- Lee, Y. (2020a). Motivations of employees’ communicative behaviors on social media: Individual, interpersonal, and organizational factors. *Internet Research*, 30(3), 971–994. <https://doi.org/10.1108/INTR-06-2019-0264>
- Lee, Y. (2020b). Motivations of employees’ communicative behaviors on social media: Individual, interpersonal, and organizational factors. *Internet Research*, 30(3), 971–994. <https://doi.org/10.1108/INTR-06-2019-0264>

- Lee, Y., & Dong, E. (2023). How Transparent Internal Communication From CEO, Supervisors, and Peers Leads to Employee Advocacy. *Management Communication Quarterly*, 0(0), 1–35. <https://doi.org/10.1177/08933189231153869>
- Lim, W. M., Rasul, T., Kumar, S., & Ala, M. (2022). Past, present, and future of customer engagement. *Journal of Business Research*, 140, 439–458.
- Lin, K.-Y., & Lu, H.-P. (2011). Why people use social networking sites: An empirical study integrating network externalities and motivation theory. *Computers in Human Behavior*, 27(3), 1152–1161. <https://doi.org/10.1016/j.chb.2010.12.009>
- Liu, W., Xu, W. (Wayne), & Tsai, J.-Y. (Jenny). (2020). Developing a multi-level organization-public dialogic communication framework to assess social media-mediated disaster communication and engagement outcomes. *Public Relations Review*, 46(4), 101949. <https://doi.org/10.1016/j.pubrev.2020.101949>
- Maness, M. (2017). A theory of strong ties, weak ties, and activity behavior: Leisure activity variety and frequency. *Transportation Research Record*, 2665(1), 30–39. <https://doi.org/10.3141/2665-04>
- McLaughlin, C., & Stephens, S. (2019). The theory of planned behavior: the social media intentions of SMEs. *Irish Academy of Management*, January, 1–30. https://www.researchgate.net/publication/330412288_The_theory_of_planned_behavior_the_social_media_intentions_of_SMEs
- Malaysian Communications and Multimedia Commission (MCMC). (2020). *The Malaysian Communications and Multimedia Content Code* (2nd ed., Vol. 2, pp. 1–84). <https://doi.org/10.1017/CBO9781107415324.004>
- Mohd Sani, M. A., & Kasim, A. (2024). *2 Malay Politics and Social Media in Malaysia* (J. Chin & P. P. Y. Leong, Eds.; pp. 54–90). ISEAS Publishing. <https://doi.org/10.1355/9789815203165-004>
- Mohd Yatid, M. (2019). Truth Tampering Through Social Media: Malaysia's Approach in Fighting Disinformation & Misinformation. *IKAT: The Indonesian Journal of Southeast Asian Studies*, 2(2), 203. <https://doi.org/10.22146/ikat.v2i2.40482>
- Naeem, M. (2020). Uncovering the role of social motivational factors as a tool for enhancing brand-related content. *Qualitative Market Research*, 23(2), 287–307. <https://doi.org/10.1108/QMR-10-2019-0121>
- Nan, Y., Qin, J., Li, Z., Kim, N. G., Kim, S. S. Y., & Miller, L. C. (2024). Is Social Media Use Related to Social Anxiety? A Meta-Analysis. *Mass Communication and Society*, 00(00), 1–34. <https://doi.org/10.1080/15205436.2024.2321533>
- Opgenhaffen, M., & Claeys, A. S. (2017). Between hope and fear: developing social media guidelines. *Employee Relations*, 39(2), 130–144. <https://doi.org/10.1108/ER-04-2016-0086>
- Osei-Frimpong, K., & McLean, G. (2018). Examining online social brand engagement: A social presence theory perspective. *Technological Forecasting and Social Change*, 128(October 2017), 10–21. <https://doi.org/10.1016/j.techfore.2017.10.010>
- Park, H., Kim, Y., & Popelish, B. (2021). Corporate Social Responsibility and Stakeholder Engagement: A Content Analysis of PRSA Silver Anvil Award-Winning CSR Campaigns. *Journal of Sustainability Research*, 3(3). <https://doi.org/10.20900/jsr20210015>
- Parker, J. M., Marasi, S., James, K. W., & Wall, A. (2019). Should employees be “dooced” for a social media post? The role of social media marketing governance. *Journal of Business Research*, 103, 1–9. <https://doi.org/10.1016/J.JBUSRES.2019.05.027>
- Pisani, N., Kourula, A., Kolk, A., & Meijer, R. (2017). How global is international CSR research? Insights and recommendations from a systematic review. *Journal of World Business*, 52(5), 591–614. <https://doi.org/10.1016/j.jwb.2017.05.003>

- Rahim, A. I. A., Ibrahim, M. I., Salim, F. N. A., & Ariffin, M. A. I. (2019). Health information engagement factors in Malaysia: A content analysis of facebook use by the ministry of health in 2016 and 2017. *International Journal of Environmental Research and Public Health*, 16(4). <https://doi.org/10.3390/ijerph16040591>
- Rashid, M. A. A., Othman, M. N. A., Othman, M. Z., & Salleh, K. (2016). Exploring Employees' Social Media Engagement and Corporate Reputation of a Malaysian Public Enterprise. *3rd European Conference on Social Media Research*, 332.
- Sahaar, S., Norazan, S. S., & Adnan, W. H. (2024). Factors influencing Effective Communication and it Impact towards Malaysian Post pandemic perception: The case of Malaysian Government Trust. *E-Journal of Media and Society (e-JOMS)*, 7(2), 1–16.
- Schaefer, T., Falk, T., Kumar, A., & Schamari, J. (2021). More of the same? Effects of volume and variety of social media brand engagement behavior. *Journal of Business Research*, 135, 282–294.
- Sekaran, U., & Bougie, R. (2011). *Research Methods for Business: A Skill-Building Approach*, 6th Edition.
- Sharma, A., & Bhatnagar, J. (2016). Enterprise social media at work: web-based solutions for employee engagement. *Human Resource Management International Digest*, 24(7), 16–19. <https://doi.org/10.1108/HRMID-04-2016-0055>
- Siti-Nabiha, A. K., Nordin, N., & Poh, B. K. (2021). Social media usage in business decision-making: the case of Malaysian small hospitality organizations. *Asia-Pacific Journal of Business Administration*, 13(2), 272–289. <https://doi.org/10.1108/APJBA-08-2020-0276>
- Soens, E., & Claeys, A. S. (2025). Social media (self-)governance? A mixed-method study on the content and drivers of work-related social media use. *Journal of Business Research*, 186, 114934. <https://doi.org/10.1016/j.jbusres.2024.114934>
- Statista. (2020). *Social media Users*. <https://www.statista.com/statistics/617136/digital-population-worldwide/>
- Sulthana, A. N., & Vasantha, S. (2019). Influence of electronic word of mouth eWOM on purchase intention. *International Journal of Scientific and Technology Research*, 8(10), 1–5.
- Tajudeen, F. P. (2014). *Social Media Usage and Its Impact on Malaysian Organizations* (Vol. 39, Issue 1). Fakulti Perniagaan dan Perakaunan, Universiti Malaya. <https://doi.org/10.4324/9781315853178>
- van Zoonen, W., Bartels, J., van Prooijen, A.-M., & Schouten, A. P. (2018). Explaining online ambassadorship behaviors on Facebook and LinkedIn. *Computers in Human Behavior*, 87, 354–362.
- Verma, S., & Yadav, N. (2021). ScienceDirect Past , Present , and Future of Electronic Word of Mouth (EWOM). *Journal of Interactive Marketing*, 53, 111–128. <https://doi.org/10.1016/j.intmar.2020.07.001>
- Walden, J. (2018). Guiding the conversation: A study of PR practitioner expectations for nonnominated employees' social media use. *Corporate Communications*, 23(3), 423–437. <https://doi.org/10.1108/CCIJ-06-2017-0057>
- Walsh, G., Schaarschmidt, M., & Von Korfleisch, H. (2016). Employees' company reputation-related social media competence: Scale development and validation. *Journal of Interactive Marketing*, 36(1), 46–59.
- W.Creswell, John, J. D. C. (2018). Fifth Edition Research Design. In Sage.
- Wok, S., & Mohamed, S. (2017). Internet and Social Media in Malaysia: Development, Challenges and Potentials. In *The Evolution of Media Communication*. InTech. <https://doi.org/10.5772/intechopen.68848>
- Wongsansukcharoen, J. (2022). Effect of community relationship management, relationship marketing orientation, customer engagement, and brand trust on brand loyalty: The case

- of a commercial bank in Thailand. *Journal of Retailing and Consumer Services*, 64, 102826.
- Zagidullin, M., Aziz, N., & Kozhakhmet, S. (2021). Government policies and attitudes to social media use among users in Turkey: The role of awareness of policies, political involvement, online trust, and party identification. *Technology in Society*, 67(March), 101708. <https://doi.org/10.1016/j.techsoc.2021.101708>
- Zainal, N. T. A., Harun, A., & Lily, J. (2017). Examining the mediating effect of attitude towards electronic words-of mouth (eWOM) on the relation between the trust in eWOM source and intention to follow eWOM among Malaysian travellers. *Asia Pacific Management Review*, 22(1), 35–44. <https://doi.org/10.1016/j.apmr.2016.10.004>
- Zhang, M., & Sahli, A. (2024). Social media's role in public administration. *Journal of Infrastructure, Policy and Development*, 8(10). <https://doi.org/10.24294/jipd.v8i10.6472>
- Zhang, Y., Zhang, J., & Liu, C. (2022). Motives for Employees Communicate Positive Electronic Word of Mouth (eWOM) on Social Network Sites: Exploring Moderating Mechanisms. *Australasian Marketing Journal*, 30(1), 60–73. <https://doi.org/10.1177/1839334921999475>

About the Authors

Thinakaridevi Shanmugam is a Public Relations Officer in the Ministry of Human Resources Malaysia. She is a PhD student at Universiti Putra Malaysia. Her interest is in Corporate communication, Public Relations, and Mass communication. 18 years of demonstrated expertise in all aspects of corporate communication, including client relations and customer programme.

Zulhamri Abdullah is an Associate Professor of Corporate Communication at the Department of Communication, Faculty of Modern Languages and Communication, Universiti Putra Malaysia. He was the Director of the Centre for Entrepreneurial Development & Graduate Marketability (CEM), University Putra Malaysia. He was Academic Representative cum Director of Research & Analytics at the Reputation Institute.