

The Influence Of Corporate Social Responsibility, Market Orientation, And Green HRM On Sustainable Business Performance Of E-Commerce Companies

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Abstract

This research intends to investigate the effect of Corporate Social Responsibility, Market Orientation and Green Human Resource Management on Sustainable Business Performance in e-commerce enterprises. The research used the quantitative approach using a survey method, by delivering questionnaires to 220 workers and managers of e-commerce enterprises that were chosen using the purposive sample methodology. Respondents had to be working for at least two years, have been engaged in operational activities and decision-making of the firm and have knowledge of the organization's policies on sustainability. The data analysis approach was multiple linear regression. Before the analysis, the data were verified for validity, reliability and classical assumption test including normality, heteroscedasticity and multicollinearity. The findings demonstrated that Corporate Social Responsibility, Market Orientation and Green Human Resource Management had good and substantial influence on Sustainable Business Performance partly and concurrently. The study results suggest that sustainable company performance may be improved by enhancing corporate social responsibility, boosting market orientation and adopting human resource management methods for environmental sustainability. The results of this study are intended to contribute to the establishment of sustainability strategies for e-commerce enterprises in the theoretical and practical context.

Keywords: Corporate Social Responsibility, Market Orientation, Green HRM, Sustainable Business Performance

INTRODUCTION

The growth of e-commerce sector in recent years has had a profound effect on the nature of commercial transactions and client habits. The growth of digital technology, increased internet penetration and changing client preferences for online shopping has contributed to the growth of e-commerce enterprises across countries (Muthalib & Nur, 2015). But as e-commerce companies scale, they encounter increasingly complex problems related to long-term economic survival. Competition is so strong and regulatory changes and consumer expectations for ethical business practices and a rising focus on environmental and social problems, are compelling firms to do more than just earn economic profit (Harahap et al., 2025). Here, Sustainable Business Performance is an essential concept since it is the company's capacity to achieve balanced and sustainable economic, social and environmental performance. Sustainable business performance is a method for firms to not only remain competitive but also meet the expectations of many stakeholders (Aziza, 2025).

Corporate Social Responsibility (CSR) is an important determinant that is believed to affect Sustainable Business Performance in e-commerce enterprises. CSR is the firm's awareness of doing business operations not only on the basis of economic profit but also on the basis of social and environmental repercussions arising from the company (Nur et al., 2020). The application of CSR in the e-commerce sector may be carried out via initiatives like consumer protection, reduction of packaging waste, energy efficiency, community empowerment, and ethical and transparent company practices (Dunda et al., 2020; Maulana et al., 2024). The successful application of CSR may help organizations to increase their reputation and consumer trust which in the end has good influence on company sustainability. Market Orientation is also one of the main factors believed to affect the Sustainable Business Performance in the e-commerce enterprises (Fitri et al., 2023). Market orientation is the capacity of a firm to comprehend consumer wants, to observe market developments and to react appropriately to competitive dynamics. In a highly competitive digital business environment, e-commerce enterprises must be able to immediately spot changes in customer behavior and market trends to ensure their company survival (Parawansa & Mustafa, 2023; Anggraini & Khairunnisa, 2025). Market oriented companies have a higher capacity to respond to customers' requirements and produce goods and services that match market expectations. Green Human Resource Management (GHRM) is another component that is believed to affect Sustainable Business Performance in e-commerce enterprises (Khasanah et al., 2020). GHRM is the use of human resource management strategies that improve the environmental sustainability objectives of a company. These approaches include environment-conscious recruiting, sustainability training, performance assessment with environmental consideration, and incentives for work habits that encourage environmental conservation (Aziza et al., 2025; Tannady et al., 2022).

In addition to corporate social responsibility, market orientation, and green human resource management, recent studies have emphasized the importance of integrating sustainability into organizational strategy to achieve long-term business performance. Sustainability-oriented organizations tend to be more adaptive to environmental changes, improve stakeholder relationships, and create competitive advantages in dynamic markets. Furthermore, the adoption of environmentally responsible management practices contributes

not only to ecological performance but also to organizational effectiveness and financial outcomes. In the context of digital businesses, sustainability initiatives have become a strategic necessity to maintain competitiveness and respond to increasing stakeholder expectations regarding environmental and social responsibility (Yusliza et al., 2023; Singh et al., 2024; Alhawari et al., 2023).

The purpose of this research is to explore the impact of Corporate Social Responsibility, Market Orientation, Green Human Resource Management on Sustainable Business Performance in e-commerce enterprises. Theoretically, this research is intended to contribute to the development of literature in strategic management, marketing management and human resource management, especially those connected to aspects influencing sustainable corporate performance. This research is also intended to add to the knowledge of corporate social responsibility, market orientation and green human resource management practices in contributing to the commercial sustainability of an e-commerce company. It is envisaged that the findings of this study will be used as a reference for future research on comparable themes. Practically, this research is likely to aid the management of e-commerce companies in establishing more effective sustainability policies.

METHOD

The present research applies a quantitative method to investigate the impact of Corporate Social Responsibility, Market Orientation, and Green Human Resource Management on Sustainable Business Performance in E-commerce firms. The research technique utilized is a survey method using research instrument in the form of structured questionnaire prepared based on indicators of each variable and assessed by using Likert scale of 1-5, where score 1 indicates strongly disagree and score 5 indicates strongly agree. The population of the research is workers at e-commerce enterprises in Indonesia. The sampling technique used was purposive sampling with the criteria of respondents being employees or managers with a minimum of two years' experience of working in e-commerce companies, involved in operational activities, marketing, human resources, sustainability, or business development of the company, and having an understanding of company policies with respect to social responsibility, market orientation, and sustainability practices. The sample size of this research was 220 respondents. The data were collected using online surveys. The validity test of the instrument was carried out utilizing a t-test where the statement item is valid if the t-count > t-table with a significance level of 5%. Reliability test was done by utilizing Cronbach Alpha where minimum was 0.70. Before the primary analysis, the data were checked by conventional assumption tests, such as normality, heteroscedasticity, and multicollinearity. The regression model must meet the statistical criteria. The basic approach of data analysis for testing the partial and simultaneous influence of independent factors on the dependent variable is multiple linear regression. The significance threshold is 0.05.

RESULT AND DISCUSSION

Data processing results on 220 respondents consisting of workers and managers of e-commerce firms showed that all research instruments were valid and reliable. The result of

validity test indicates that all the items of statements on the variables of Corporate Social Responsibility, Market Orientation, Green Human Resource Management, and Sustainable Business Performance have t count value greater than t table at significance level of 5%, so that all the items are declared valid and feasible to be used in the research. The result of reliability test indicates that all variables have Cronbach Alpha value over 0.70 and mean the instrument has a high degree of consistency. The results of normality tests suggested that the residual data were normally distributed. The results of the heteroscedasticity test demonstrated that the study model was free from the signs of heteroscedasticity. The outcome of multicollinearity test indicated that the VIF of all independent variables was less than 10 and the value of tolerance was more than 0.10 so that the regression model was deemed free from multicollinearity. The results of multiple linear regression analysis show that Corporate Social Responsibility, Market Orientation and Green Human Resource Management simultaneously have a significant effect on Sustainable Business Performance with the significance value of the F test of 0.000 (<0.05). The value of the coefficient of determination (R^2) is 0.712, which means that the three independent variables included in the study model can explain 71.2% of the variation of Sustainable Business Performance, and the remaining 28.8% is affected by external factors outside the research.

The outcome of this research indicates CSR has excellent and considerable influence on the Sustainable Business Performance of e-commerce enterprises. The results indicate that the more a company's commitment to social and environmental responsibility, the greater a company's ability to achieve sustainable commercial success. When successfully implemented, CSR helps enterprises to generate a favorable reputation, boost trust from customers and form stronger connections with a broad variety of stakeholders. The reputation and trust are the essential assets in the highly competitive e-commerce sector that may enhance the consumer loyalty and the long-term viability of the firm. Further, CSR activities that contribute towards environmental and social sustainability may enable corporations to comply with regulatory standards and increasing public expectations for responsible corporate conduct. The recognition of the findings of the research with the past studies reveals that corporate social responsibility has become a strategic tool that provides social benefits and sustained economic value for enterprises. Therefore, e-commerce enterprises need to improve the implementation of CSR as an important part of their long-term business plan.

The study findings reveal that Market Orientation has a favorable and substantial effect on Sustainable Business Performance in e-commerce companies. The findings imply that a corporation's capability to comprehend customer demand, observe market dynamics and react rapidly to competition dynamics, may increase sustained corporate success. Companies that are market oriented are better equipped to adjust to changes in customer preferences and are better at delivering value that satisfies the expectations of clients. This situation helps companies retain consumer loyalty and improve their competitive advantage in a very dynamic digital business environment. Market orientation also helps firms to identify new possibilities and to anticipate problems that may influence the sustainability of the company. This means that organizations should continue establishing their market oriented culture in order to sustain long term development and competitiveness.

The findings of the research show that Green Human Resource Management (GHRM) has a good and substantial effect on Sustainable Business Performance in e-commerce enterprises. This conclusion implies that human resource management methods focused on environmental sustainability may enhance the sustainable commercial performance of a corporation. Green recruiting, environmental training, sustainability-based performance assessment, and incentive systems that promote environmentally friendly behavior may help firms to develop an organizational culture that supports the fulfillment of sustainability objectives. Employees with a high environmental awareness are more engaged in supporting resource efficiency initiatives, waste reduction and sustainability-orientated innovation. The findings of this research show that the success of a company's sustainability plan depends not only on legislation and technology, but also on the quality of human resource management. Thus, e-commerce enterprises need to incorporate GHRM concepts into all HR management procedures to constantly and persistently enhance sustainable business performance.

CONCLUSION

The findings of the research conducted show that Corporate Social Responsibility, Market Orientation, and Green Human Resource Management have been proven to have a positive and significant impact on Sustainable Business Performance of e-commerce companies, partially or simultaneously. The findings of the research show that Corporate Social Responsibility is significant in increasing sustainable business performance by boosting firm reputation, consumer trust and harmonious relationships with diverse stakeholders. Market Orientation has also been shown to contribute greatly to sustainable business performance as the company's capacity to comprehend consumer wants and adapt to market changes rapidly may boost competitiveness and business sustainability. Moreover, Green Human Resource Management also plays a beneficial role in sustainable business performance by fostering a work culture that promotes environmental sustainability and enhances employees' participation in the company's sustainability program. Additional study is proposed to broaden the research object and incorporate additional factors such as digital sustainability strategy, green innovation capabilities, stakeholder involvement or environmental management techniques. In practice, e-commerce enterprises are suggested to enhance the application of CSR, market orientation, and more systematically integrate Green Human Resource Management techniques to promote the attainment of sustainable business performance.

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