

Supplementary Materials

RESEARCH QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION (kindly tick ☐ and fill where applicable)

1. Gender: Male (☐) Female (☐)
2. Year(s) of Service: 0-5 (☐) , 6-10 (☐) , 11 years and above (☐)
3. Highest Educational Qualification: Bachelor's Degree (☐) , Master's Degree (☐) , Ph.D. (☐) .

SECTION B: GREEN HUMAN RESOURCE

Instruction: please indicate your response by ticking the option that best represent your opinion on a scale of 1 to 5: Where; 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2- Disagree, 1 – Strongly Disagree.

Green Recruitment and Selection (please tick any of the items listed that best reflect your opinion on distributive justice in your organisation)						
S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	Job description specification includes environmental concerns					
2	We attract green job candidates who use green criteria to select organizations					
3	Our firm recruits employees who have green awareness					

Green Training and Development (please tick any of the items listed that best reflect your opinion on procedural justice in your organisation)						
S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	We have integrated training to create the emotional involvement of employees in environment management					
2	We develop training programs in environment management to increase environmental awareness, skills and expertise of employees					
3	All training materials are available online					

	for employee to reduce paper cost					
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Green Compensation and Reward (please tick any of the items listed that best reflect your opinion on interactional justice in your organisation)

S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	The company offers a non- monetary and monetary rewards based on the environmental achievements					
2	Environmental performance is recognized publically					
3	We use green performance indicators in our performance management system and appraisals					

SECTION C: CORPORATE SUSTAINABILITY

Economic Sustainability (please tick any of the items listed that best reflect your opinion on satisfaction in your organisation)

S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	Greening helps our company design/develop better products					
2	We involve employee in formulating environmental strategy					
3	In our firm, employees are involved in problem-solving on green issues					

Social Sustainability (please tick any of the items listed that best reflect your opinion on commitment in your organisation)

S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	Our company emphasizes a culture of environmental protection					
2	Organization offers forum for staff to exchange their tacit knowledge					
3	In our firm, there is a mutual learning climate among employees for green awareness					

Environmental Sustainability (please tick any of the items listed that best reflect your opinion on employee's loyalty in your organisation)						
S/NO	ITEMS	SA (5)	A (4)	N (3)	D (2)	SD (1)
1	My company incorporates environmental management into the business operations					
2	My company has formal environmental management system					
3	Organizational vision statements include environmental concern					