Green Finance

Research article

The impact of organizational compliance culture and green culture on environmental behavior: The moderating effect of environmental commitment

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Supplementary

Appendix A: Measurement scale

Organizational Compliance Culture

Organizational Culture Compliance-Based: on a 11-point Likert scale "0 (fully disagree)" to 10 (very strongly)". *Q:* Senior managers in your organization . . .

CB1. Adhere to standards when making decisions.

CB2. Adhere to the right standards with their own personal conduct.

CB3. Focus on identifying non-compliant employees.

CB4. Speak out regarding behavior that violates standards.

Organizational Culture Values-Based: on a seven -point Likert scale, where "1(disagree)" to "7 (agree)". *Q:* Senior managers in your organization . . .

VB1. Discuss concerns with employees when unacceptable behavior is observed.

VB2. Support other employees' goals and aspirations.

VB3. Administer performance evaluations based on sustainability values.

VB4. Help employees make the right decisions.

*Organizational Subgroup Compliance Scale***:** on a seven -point Likert scale, where "1(not at all)" to "7 (very strongly)". *Q:* The organizational compliance programs at your place of work . . .

SC1. Accurately monitor specific behaviors in each department.

SC2. Apply to issues we actually face in our job.

SC3. Relate to specific compliance problems.

SC4. Discourage unacceptable work-related behaviors.

SC5. Provide updates with relevant material for every department.

SC6. Specify the same type of discipline for all rule-breakers.

Aloofness: on a 1-point Likert scale "0 (not at all)" to 10 (very strongly)". *Q:* Employees in your organization . . .

AL1. Understand sustainability policies. Are familiar with the correct procedures for achieving sustainability goals.

AL2. Believe the firm's sustainability policies should be taken seriously.

AL3. Need additional resources to achieve sustainability objectives.

AL4. Believe sustainability procedures manuals and guidelines are easy to circumvent.

Pro-Social Rule Breaking: on a 7-point Likert scale "1 (never)" to 7 (always)". *Q:* Employees in your organization . . .

RB1. Break organizational rules that interfere with their job duties.

RB2. Violate company regulations that are inefficient for the organization.

RB3. Sidestep rules to help a coworker do their job.

RB4. Disobey organizational policies to help another employee in need.

RB5. Break rules that stand in the way of good customer service.

RB6. Bend organizational rules to better assist customers.

Manager Self-Management: On a seven-point Likert scale, where "1 (very little)" to "7 (very strongly)". *Q:* Senior managers in your organization . . .

MS1. Live up to their function as a role model for the firm.

MS2. Emphasize sustainability values over short-term business targets.

MS3. Set targets that can be achieved without violating the firm's sustainability standards.

MS4. React appropriately when they find out about behavior that violates sustainability standards.

MS5. Behave in a way I would seek to imitate.

Manager Employee Relationships: On nine-point Likert scale, where "1 (never)" to "9 (always)". *Q:* Managers in your organization . . .

ER1. Listen to employee concerns regarding sustainability practices.

ER2. Patiently consider negative feedback regarding sustainability practices.

ER3. Have the best interest of the employees in mind.

ER4. Discipline employees who violate sustainability standards.

ER5. Value the trust we share together.

Green Culture*:* On seven-point Likert scale, where "1 (never)" to "7 (always)".

GRE1. This organization is aware of changes in the environment and environmental damage.

GRE2. My company has a culture of consciousness and a set of values that play a role in how people act in terms of environmental care and sustainable development.

GRE3. The different departments of this organization work together to achieve common goals.

GRE4. At this company, employees are emphasized to participate in the changing environment.

GRE5. This company adapts its policies and strategic objectives to changes in the environment.

Environmental Commitment*:* On seven-point Likert scale, where "1 (never)" to "7 (always)".

COM1. Caring for the environmental is an important part of the organization.

COM2. The organization complies with environmental regulation.

COM3. Management monitors compliance with environmental policies.

COM4. The organization is committed to the initiative of the 17 Sustainable Development Goals (SDGs).

COM5. This company, has provide training on the subject of environmental sustainability.

Environmental Behavior*:* On nine-point Likert scale, where "1 (never)" to "9 (always)".

ENV1. In this company, equipment and machines make rational use of electrical energy.

ENV2. This company recycles.

ENV3. This company is kept up to date on changes in environmental laws and regulations related to this business.

ENV4. In this company we protect the environment with the separation of dangerous waste.

ENV5. The environmental program of this company reflected favorable results in the reports.