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*Research article*

## **Exploring the impact of green HRM practices on pro-environmental behavior via interplay of organization citizenship behavior**

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### **Supplementary**

**Table A1.** Constructs and their measurement items.

<b>Constructs</b>	<b>Measurement Items</b>
GHRM (GRS)	We attract green job candidates who use green criteria to select organizations We use green employer branding to attract green employees
GT	Our firm recruits employees who have green awareness We develop training programs in environment management to increase environmental awareness, skills and expertise of employees We have integrated training to create the emotional involvement of employees in environment management We have green knowledge management (link environmental education and knowledge to behaviors to develop preventative solutions)
GPM	We use green performance indicators in our performance management system and appraisals Our firm sets green targets, goals and responsibilities for managers and employees

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Constructs	Measurement Items
GPR	<p>In our firm, managers are set objectives on achieving green outcomes included in appraisals</p> <p>In our firm, there are dis-benefits in the performance management system for non-compliance or not meeting environment management goals</p> <p>We make green benefits (transport/travel) available rather than giving out pre-paid cards to purchase green products</p> <p>In our firms, there are financial or tax incentives (bicycle loans, use of less polluting cars)</p> <p>Our firm has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates)</p>
GI	<p>Our company has a clear developmental vision to guide the employees' actions in environment management</p> <p>In our firm, there is a mutual learning climate among employees for green behavior and awareness in my company</p> <p>In our firm, there are a number of formal or informal communication channels to spread green culture in our company</p> <p>In our firm, employees are involved in quality improvement and problem-solving on green issues</p> <p>We offer practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions and green action teams</p> <p>Our company emphasizes a culture of environmental protection</p>
OCBE Helping	<p>I spontaneously give my time to help my colleagues take the environment into account in everything they do at work</p> <p>I encourage my colleagues to adopt more environmentally conscious behavior</p> <p>I encourage my colleagues to express their ideas and opinions on environmental issues</p> <p>I spontaneously speak to my colleagues to help them better understand environmental problems</p>
Sportsmanship	<p>Even when I am busy, I am willing to take time to share information on environmental issues with new colleagues</p>
Organizational Loyalty	<p>I actively participate in environmental events organized in and/or by my company</p> <p>I undertake environmental actions that contribute positively to the image of my organization</p> <p>I volunteer for projects, endeavours or events that address environmental issues in my organization</p>
Individual Initiative	<p>In my work, I weigh the consequences of my actions before doing something that could affect the environment</p> <p>I voluntarily carry out environmental actions and initiatives in my daily work activities</p> <p>I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility</p>
Self-development PRO-EB (Conservative lifestyle)	<p>I suggest new practices that could improve the environmental performance of my organization</p> <p>I stay informed of my company's environmental initiatives</p> <p>Recycled paper, plastic and metal</p> <p>Conserved water or energy in my home</p> <p>Bought environmentally friendly and/or energy efficient products</p>

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<b>Constructs</b>	<b>Measurement Items</b>
Land stewardship	Made my yard or my land more desirable for wildlife Participated (provided data) in a wildlife study
Social environmentalism	Volunteered to improve wildlife habitat in my community Talked to others in my community about environmental issues Worked with others to address an environmental problem or issue
Environmental citizenship	Participated as an active member in a local environmental group Voted to support a policy/regulation that affects the local environment Signed a petition about an environmental issue Donated money to support local environmental protection Wrote a letter in response to an environmental issue



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