

Annexure A: Confirmatory Factor Analysis (CFA)

Constructs	Statement	Code	Loading
Green HRM (GHRM)	In my hospital, job description, specification includes environmental concerns.	GHRMRu1	0.765
	My hospital selects applicants who are sufficiently aware of greening to fill job vacancies.	GHRMRu2	0.71
	My hospital includes environmental criteria in the recruitment messages.	GHRMRu3	0.722
	My hospital considers candidates' environmental concern and interest as selection criteria.	GHRMS1	0.756
	When interviewing candidates or evaluating them for selection, my hospital asks environment-related questions.	GHRMRw1	0.82
	My hospital rewards (such as sabbatical, leave, gifts, bonuses, cash, premiums, promotion) for environmental achievements.	GHRMRw2	0.805
	My hospital recognizes green initiatives publicly.	GHRMRw3	0.821
	My hospital provides incentives to encourage environment friendly activities and behaviors (e.g. recycling and waste management).	GHRMRw4	0.829
	My hospital rewards green skills acquisition.	GHRMRw5	0.835
	Every employee has an opportunity to receive environmental training in my hospital.	GHRMTr1	0.816
	My hospital provides environmental training frequently.	GHRMTr2	0.849
	My hospital offers appropriate environmental training programs.	GHRMTr3	0.851
	My hospital evaluates employees' performance after environmental training.	GHRMTr4	0.838
	My hospital incorporates environmental training programs in the yearly training calendar.	GHRMTr5	0.822
	My hospital conveys key environmental performance indicators clearly.	GHRMPm1	0.833
	My hospital assesses employees' environmental contributions to the organization's environmental performance.	GHRMPm2	0.83
	My hospital provides regular feedback on environmental performance of employees.	GHRMPm3	0.846
	In my hospital environmental performance is one of the criteria in employee performance appraisal.	GHRMPm4	0.799
In my hospital roles of managers in achieving environmental outcomes are included in performance appraisals.	GHRMPm5	0.805	
Green Organizational Citizenship Behavior (GOCB)	I suggest new practices that could improve the hospital's environmental performance.	GOCB1	0.874
	I encourage my colleagues to adopt more environmentally conscious behaviors.	GOCB2	0.886
	I stay informed about my hospital's environmental efforts.	GOCB3	0.847
	I make suggestions about ways to protect the environment more effectively.	GOCB4	0.856
	I volunteer for projects or activities that address the organization's environmental issues.	GOCB5	0.836
	I spontaneously give my time to help my colleagues to take the environment into account.	GOCB6	0.876

	I undertake environmental actions that contribute positively to the organization's image.	GOCB7	0.803
Green Value (GV)	I feel obliged to do whatever I can to prevent environmental degradation.	GV1	0.867
	I feel obliged to save as much as energy as possible.	GV2	0.845
	I feel morally obliged to save energy, regardless of what others do.	GV3	0.817
Green Creativity (GC)	In my hospital, I suggest new ways to achieve environmental goals.	GC1	0.799
	I propose new green ideas to improve environmental performance of my hospital.	GC2	0.769
	In my hospital, I promote and champion new green ideas to others.	GC3	0.763
	I develop adequate plans for the implementation of new green ideas in my hospital.	GC4	0.738
	I would rethink new green ideas in my hospital.	GC5	0.756
	I would find out creative solutions to environmental problems of my hospital.	GC6	0.758
Green Culture (GCL)	My hospital provides information to all employees to understand the importance of environmental sustainability.	GCL1	0.835
	My hospital promotes social sustainability as a major goal across all departments.	GCL2	0.862
	My hospital has a clear policy statement urging social sustainability in every area of operations.	GCL3	0.854
	Social sustainability is a high priority activity in my hospital.	GCL4	0.862
	Social sustainability is a central corporate value in my hospital.	GCL5	0.856
	My hospital has a responsibility to be socially sustainable.	GCL6	0.813
	My hospital works hard for an image of social sustainability.	GCL7	0.819

(Source: Prepared by Author)