



Research article

**Corporate social responsibility toward employees and green innovation:
Exploring the link in the tourism sector**

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APPENDIX: Scales of variables

CSRE (Turker, 2009)

Our company supports those employees who want to undertake further training.

Our company policies encourage employees to develop their skills and careers.

Our company implements flexibility policies to provide employees with an adequate work-life balance.

The management of our company cares a lot about the needs and wishes of the employees.

Managerial decisions about employees are usually fair.

GREEN INNOVATION (Chen et al., 2006)

The company chooses the materials of the product that produce the least amount of pollution for conducting the product development or design.

The company chooses the materials of their products that consume the least amount of energy and resources for conducting the product development or design.

The company uses the fewest amount of materials to comprise their products for conducting the product development or design.

The company would circumspectly evaluate whether their products are easy to recycle, reuse, and decompose for conducting the product development or design.

The manufacturing process of the company effectively reduces the emission of hazardous substances or wastes.

The manufacturing process of the company effectively recycles wastes and emission that can be treated and re-used.

The manufacturing process of the company effectively reduces the consumption of water, electricity, coal, or oil.

The manufacturing process of the company effectively reduces the use of raw materials.

ORGANIZATIONAL LEARNING CAPABILITY (Chiva, Alegre and Lapedra, 2007)

On experimentation:

People in this company are supported when they come up with new ideas.

Initiatives often receive a favourable response, so that people in this company feel encouraged to come up with new ideas.

On risk acceptance:

People in this company are encouraged to take risks.

People in this company are often “thrown” into subjects they don't know about.

On interaction with the external environment:

It is part of everyone's job to collect information about what is going on outside the company.

We have systems and procedures in place to receive, collate and share information from outside the company.

Interaction with the environment is stimulated: competitors, clients, technological institutes, universities, suppliers... etc.

On dialogue

The people in this company are encouraged to communicate with each other.

There is open communication in the working groups.

Managers facilitate communication

Teamwork between people from different departments is a common practice.

On participatory decision-making

Managers frequently involve employees in important decisions.

The opinions of employees are taken into account in deciding company policy.

The people of this company feel involved in the main decisions of the company.

ORGANIZATIONAL COMMITMENT (Meyer et al., 1993)

I would be very happy to spend the rest of my career in this organization.

I really feel as if this organization's problems are my own.

I feel like 'part of the family' at my organization.

I feel 'emotionally attached' to this organization.

This organization has a great deal of meaning for me.

I feel a strong sense of belonging to my organization.



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