

Appendix

Employee Empowerment (Adopted and Adapted from (Adopted and Adapted from [11] Mory L, Wirtz BW, Göttel V. Corporate social responsibility: the organizational view. *Journal of Management & Governance*, 2017, 21(1), 145-179.)

- (1) In the company, the employees are empowered to independently correct the tasks and goals placed upon them.
- (2) Overall, the employees of the company have high personal and independent responsibility in their tasks
- (3) The company encourages employees to engage in autonomous and independent thinking and action
- (4) The company empowers the employees to determine their own ways of working independently within the agreed boundaries

Employee Involvement (Adopted and Adapted from (Adopted and Adapted from [11] Mory L, Wirtz BW, Göttel V. Corporate social responsibility: the organizational view. *Journal of Management & Governance*, 2017, 21(1), 145-179.)

- (1) The most important things that happen to me involve the work I do to improve sustainability in this company.
- (2) I am highly involved personally in improving sustainability in this company during this COVID-19 pandemic crisis.
- (3) I live, eat and breathe to improve sustainability in this company during this COVID-19 pandemic crisis.
- (4) Most of my interests are centered around my attempts to improve sustainability in this company during this COVID-19 pandemic crisis.
- (5) I have very strong ties to my involvement in sustainability in this company which would be very difficult to break.
- (6) I consider my efforts to improve sustainability in this company to be very central to my existence.
- (7) In this company, I like to be absorbed in sustainability issues most of the time.
- (8) In this company, most of my personal goals are sustainability-oriented
- (9) The most important things that happen to me in this company involve my present engagement in sustainability issues during this COVID-19 pandemic crisis.

Employment Stability (Adopted and Adapted from (Adopted and Adapted from [11] Mory L, Wirtz BW, Göttel V. Corporate social responsibility: the organizational view. *Journal of Management & Governance*, 2017, 21(1), 145-179.)

Even in difficult financial times such as COVID-19 pandemic, the company is doing everything to ensure the jobs of the employees remain stable and secure.

- (1) During this difficult financial time such as COVID-19 pandemic, company ensure that the employees' remuneration is not affected
- (2) If the company was facing economic problems, employee downsizing and lay-offs would be the last option used.
- (3) The company is committed to the goal of long-term employment security and stability for all employees.
- (4) Employment with the company is almost guaranteed.

Working Environment (Adopted and Adapted from [11] Mory L, Wirtz BW, Göttel V. Corporate social responsibility: the organizational view. *Journal of Management & Governance*, 2017, 21(1), 145-179.)

- (1) My company provides stress management for employees.
- (2) My company provides good healthcare in the workplace (and remote work setting during pandemic crisis.)
- (3) To ensure a good working environment, the company always maintains the standards of occupational safety and is even developing them further.
- (4) The company always analyses and monitors the health and safety risks that are associated with its activities, in order to create an excellent working environment (and remote work setting during COVID-19 pandemic crisis.)

Work Life Balance (Adopted and Adapted from [11] Mory L, Wirtz BW, Göttel V. Corporate social responsibility: the organizational view. *Journal of Management & Governance*, 2017, 21(1), 145-179.)

To ensure a good balance between work and private life, the company offers its employees flexible working time options before and during COVID-19 pandemic crisis.

- (1) The company helps all employees to coordinate their private and professional life in the best possible way for a healthy balance between work and private life is created.
- (2) With regard to a good balance between work and private life, the company offers all parents attractive programs (e.g. child care facilities).
- (3) To promote a good balance between work and private life, the company has introduced policies that forbid employees from being forced to work overtime.

Job Engagement (Adopted and Adapted from [89] Saks AM, Gruman JA, Zhang Q. Organization engagement: a review and comparison to job engagement. *Journal of Organizational Effectiveness: People and Performance*. 2021 Jul 29.)

- (1) I really “throw” myself into my job.
- (2) Sometimes I am so into my job that I lose track of time.
- (3) This job is all consuming; I am totally into it.
- (4) My mind is very focus when doing my job.
- (5) I am highly engaged in this job.

Organization Engagement ((Adopted and Adapted from [89] Saks AM, Gruman JA, Zhang Q. Organization engagement: a review and comparison to job engagement. *Journal of Organizational Effectiveness: People and Performance*. 2021 Jul 29.)

Being a member of this company is very captivating.

- (1) One of the most exciting things for me is getting involved with things happening in this company.
- (2) I am really very into the “goings-on” in this company.
- (3) Being a member of this company make me come “alive.”
- (4) Being a member of this company is exhilarating for me.
- (5) I am highly engaged in this company.