

## Appendix

### Research Instrument

Constructs	Items	Factor Loadings
<b>Employee staffing</b>	ES1: Our organization staff selection process is rigorous	0.834
	ES2: We primarily hire applicants that currently possess the necessary knowledge and skills	0.835
	ES3: Our organization's employee staffing is based on the prospective future organizational performance.	0.816
	ES4: Our organizational selection is based on the expertise and skills set of potential candidates.	0.681
<b>Performance Management</b>	PM1: Our performance appraisal is based on employees' work outcomes	0.77
	PM2: Employees behavior is an important factor for performance appraisal.	0.809
	PM3: Employees who perform Insufficient carries less salary	0.739
	PM4: The employee's performance appraisal is based on the objective and quantifiable results	0.793
<b>Staff Development</b>	SD1: Our organization has formal training activates	0.613
	SD2: Our organization has comprehensive employee training policies and programs.	0.732
	SD3: Our organization has newly hired induction training programs for employees	0.809
	SD4: In our organization, on-job training is important than formal.	0.788
<b>Compensation and Benefit</b>	CB1: Our compensation package is more competitive than other organizations in the same industry	0.817
	CB2: Our organization considers external pay comparability in determining employee compensation	0.833
	CB3: Our remuneration package is intended to promote employee retention	0.814
	CB4: We modify the compensation system to encourage managers to achieve long-term strategic objectives	0.722
<b>Product Innovation</b>	PDIn1: In comparison with competitors, our organization has introduced more innovative products and services during the past 3 years	0.73
	PDIn2: We manage to cope with market demands and develop new products and services quickly through innovativeness	0.768
	PDIn3: In introducing new products our organization is often first-to-market.	0.761
	PDIn4: Our organization always maintains product quality.	0.805
<b>Process Innovation</b>	PCIn1: New and significantly improved technological supporting activates for our processes, such as system maintenance, purchasing operations, accounting, and computing supports employees	0.874

	<b>PCIn2:</b> New or significantly innovative processes improve of organizational services.	0.84
	<b>PCIn3:</b> Our organization facilitates new innovative processes to improve quality and cost reduction.	0.837
	<b>PCIn4:</b> Our organization introduces innovative, improved logistics, delivery and distribution methods that increase the sustainability of organizational performance.	0.747
<b>Knowledge Innovation</b>	<b>KLn1:</b> Our organization has knowledge-based processes.	0.91
	<b>KLn2:</b> There exist formal processes in our organization to share the best practice among the different fields of activities.	0.897
	<b>KLn3:</b> Our organization has ability to generate new knowledge from existing knowledge.	0.865
	<b>KLn4:</b> There exist processes in our organization for using new knowledge to develop different products or services.	0.91
<b>Sustainable Organizational Performance</b>	<b>SOP1:</b> During production and service supply, our operational cost, is low to our competitors.	0.847
	<b>SOP2:</b> Our net profit with creative products/services is much better than to our competitors.	0.845
	<b>SOP3:</b> Our creative products/services incorporate the concepts of environmental sustainability and organizational knowledge.	0.828