Theses and Dissertations (Comprehensive)

2018

Assessing Job Seekers' Attraction to Working in Green Buildings

Devon Fernandes

fern1230@mylaurier.ca

Follow this and additional works at: https://scholars.wlu.ca/etd

Part of the Community Psychology Commons

Assessing Job Seekers' Attraction to Working in Green Buildings

by

Devon Alexander Daniel Fernandes

BA Psychology, University of Guelph, 2015

THESIS

Submitted to the Department of Psychology

in partial fulfillment of the requirements for

Master of Arts in Psychology

Wilfrid Laurier University

© Devon Alexander Daniel Fernandes 2018

Abstract

This research explores to what extent young job seekers are attracted to working in green buildings and the processes underlying their potential attraction. An exploratory sequential mixed methods design research is employed that involves two studies. In Study One, ten semi-structured interviews were conducted with university students in southwestern Ontario who identified as young (18 – 25 years old) job seekers. Based on insights from the interviews, Study Two obtained responses from 273 young job seekers across Canada to an online survey about their attraction to green buildings. This research shows that green buildings on their own are not a primary decision factor for young job seekers. In fact, many individuals seem to have little understanding of what a green office building is. However, green building do have the potential to increase the positive image of organizations as they send signals to job seekers about a firm's emphasis on creating a supportive culture and valuing the environment. The image of the organization and its culture are, in turn, key decision-making factors for young job seekers. Thus, this research shows that the positive impact of green buildings on the decision-making of young job seekers cannot be assumed but needs to be leveraged by highlighting the specific features of green buildings and clearly linking the building to the organization's corporate identity.

Keywords: job seeking, green building, organizational attraction

Acknowledgements

Table of Contents

Lists of Tables and Figures

Preface

This thesis contributes to a larger project which hopes to develop the most sustainable multi-tenant commercial office building in Canada. Known as evolv1, this green building is the first in Canada to be awarded a Zero Carbon Building Design certification by the Canada Green Building Council. The larger team involved in creating evolv1 hopes to shape the building as a living laboratory to engage building citizens, tenant organizations, and the surrounding community in sustainable practices.

As soon as I started my masters and simultaneously learning about the building sector, I realized that the design, construction, and operation of buildings in which we live and work are responsible for the consumption of many of our natural resources. Through a series of discussions with academics and industry leaders at a symposium in October 2016 intended to advance collaborative research tied to evolv1, it became clear to me that research is well positioned to support the investment into and development of green office buildings in order to reduce an organization's impact on the environment. One of the ways research could support investment into green buildings is by building their business case for investors and potential tenants. One perceived value proposition of green office buildings for organizations is that green buildings will support the recruitment of top talent. For instance, this assumption is one of the main reasons the two major commercial tenants of evolv1 (an accounting and a tech company) have decided to move into this building. However, currently this presumed value is primarily based on anecdotes, as systematic empirical research that confirms the attraction of these types of building to job seekers is currently lacking – herein lies the impetus for the current research.

This work responds to past and ongoing calls to action in the Community Psychology field to conduct more research on the urgent issue of climate change. It also resonates with

foundational principles in the field, such as Ecological Perspectives – the ability to articulate and apply multiple ecological perspectives and levels of analysis in community practice. By leveraging my interest in the intersections of psychology, business, and sustainability, this research is well positioned to play a role in examining to what extent green buildings contributes to organizations' attraction to job seekers.

Assessing Job Seekers' Attraction to Working in Green Buildings

Introduction

As many organizations are engaged in a war for talent, some job seekers are able to be more selective in their career prospects (Van Hoye & Lievens, 2009). As a result, job seekers may be able to look for employment opportunities that better align with their values (Greening & Turban, 2000). For instance, job seekers may be more attracted to organizations that are environmentally conscious (Cassio & Rush, 2009).

Along with the increase of public environmental awareness, more job seekers are looking for organizations that embrace the environment (Guerci, Montanari, Scapolan, & Epifanio, 2016). While recent research has focused on how organizations can attract individuals who support the environment (Ahmad, 2015), this project explores job seekers' attraction to working in green buildings – structures created with the intention of reducing resource use, emissions, and waste in addition to the improvement of occupant comfort and health (Brown, Cole, Robinson, & Dowlatabadi, 2010).

Among strategies for responding to the threat of climate change, the built environment holds great potential. The building sector accounts for roughly 40% of global greenhouse gas emissions and global energy use (UNEP, 2012). Shifting the construction of buildings to be more sustainable contributes to the 11th goal of the UN Sustainable Development Goals, which involves creating sustainable cities and communities (Griggs et al., 2013).

Past research demonstrates that green buildings reduce an organization's impact on the environment, decreases energy consumption and their associated costs, increases occupant productivity, and reduces health liability risks (Paumgartten, 2003; Zuo & Zhao, 2014). However, research has yet to examine to what extent job seekers are attracted to working in

green buildings (Heerwagen, 2000). To unpack job seekers' attraction to green buildings, one must first understand the job seeking process.

Job Seeking

For the purposes of this research, job seekers are defined as individuals currently seeking jobs or seeking jobs in the near future (Cable & Graham, 2000). Job seekers engage in a myriad of decisions and vary in the motivations associated with each choice (Liu, Keeling, & Papamichail, 2016). Several models have been developed that elaborate on the decisions involved in the job seeking process (Blau, 1993; Osborn, 1990; Soelberg, 1967).

Blau (1993) proposed two stages within the job search process. The first involves a preparatory phase during which individuals conceptualize job alternatives to consider. Later, job seekers engage in an active phase, at which point individuals acquire information about or apply for positions. While this model perpetuates a simplistic view of the job seeking process, Soelberg (1967) and Osborn (1990) offer more intricate perspectives.

Soelberg's (1967) Generalizable Processing Model assumes job seekers develop a set of expectations of the ideal kind of organization they would like to work for. The model proposes four phases in the job seeking process, which includes 1) identifying an ideal occupation, 2) planning the job search, 3) the job search and choice, and finally, 4) the decision and commitment phase (Power & Aldag, 1985). Although Soelberg (1967) suggested that the progression of job seeking may evolve during the search process, the proposed model did not incorporate this flexibility. On the other hand, Osborn (1990) provided a model in which job screening criteria form a set of hurdles. Once a prospective organization has demonstrated a specific characteristic, it is no longer necessary to consider that attribute as a criterion. As a result, the relevance of specific attributes may change over the course of a job search.

While no consensus exists on the ideal job seeking process, all three models discussed suggest job seekers go through three main steps: 1) identifying many opportunities; 2) acquiring specific information about the most desirable opportunities, and; 3) sorting the career prospects. This process allows individuals to prioritize their needs as the search becomes increasingly focused and simultaneously provides a framework to structure the current research and analyze the subsequent findings which surrounds young job seekers.

Young job seekers. The present trend in job seeking literature is towards understanding the preferences of young workers (Mcglone, Spain, & Mcglone, 2011). Much has been written about generational gaps, particularly on how to best adapt to the incoming wave of Generation Y employees – individuals born in 1981 to the present (Hill, 2004). Young adults (18-25 years old) are an optimal demographic for the current research for several reasons. Young adults are moving into the labour market in the near future, are often on the forefront of movements, are risk takers, and are exposed to more forms of media and technology (Riemer, Lynes, & Hickman, 2014). Young adults are also at a key point in their development and in the formation of their identity, which may involve becoming environmentally conscious (Arnett, 2006). Furthermore, research has shown that young adults often feel the need to make the world a better place and consider their job to be more than a paycheck, but more so a connection to the meaningful purpose of organizations (Earle, 2003; Mcglone et al., 2011).

Past research focused on young job seekers has often examined which aspects of organizations they are most attracted to (Catano & Hines, 2016), but it must be noted that this area of investigation assumes that individuals have power to make a choice when looking for a job (e.g., turning down a job offer to wait for another position with an organization in a green building). Despite Canada's youth unemployment rate being nearly double that of the rest of the

population (Galarneau, Morissette, & Usalcas, 2013) and a university education no longer guaranteeing a well-paying job (Easton, 2012), roughly 10% of job seekers are seen as very desirable by companies and have the power to choose between different jobs – hence the war for talent (Best, 2005). Informed by theory on job seeking, this research is focused on understanding to what extent green buildings are attractive to top job seekers.

Theoretical Framework Applied to Job Seeking

There are many criteria for young job seekers to consider in the job seeking process. Nevertheless, the current study will employ two theories to explain job seekers' journey – Signalling Theory and Social Identity Theory.

Signaling Theory is concerned with reducing information asymmetry and suggests that applicants use whatever information they have to make inferences to inform their employment selection decisions (Dunnette & Hough, 1991). When applied to the job seeking process, applicants often have superficial information about the organization and are forced to judge its attractiveness based on superficial characteristics, such as impressions of the job recruiter (Connelly, Certo, Ireland, & Reutzel, 2011).

Equally important, Social Identity Theory suggests that working for an organization allows us to gain social approval and establish an identity (Highhouse, Thornbury, & Little, 2007). Organizations one works for serve as a part of their social identity or self-concept. Consequently, individuals who work for a specific business can come to define themselves in terms of their organization and what it represents. Job seeking research grounded in Social Identity Theory has commonly focused on cues from organizations that create pride or distrust in job seekers and thereby impact an employer's attractiveness (Jones, Willness, & Madey, 2014). This theory posits the idea that individuals tend to prefer organizations that have values or

personalities similar to their own (e.g., individuals who are innovative would be attracted to innovative organizations; Goldberg, 2003).

Despite these theoretical underpinnings in the current study, it has been acknowledged that research in job seeking is often not sufficiently grounded in theory (Breaugh & Starke, 2000). While theory development is beyond the scope of this paper, it is an area of investigation that is needed. The theories discussed were integrated throughout this research, specifically in formulating items (i.e. in Study One, some interview questions were centered around the job seekers' identity as a result of this project's grounding in Social Identity Theory), selecting appropriate data collection methods (i.e. based on Signal Theory, participants had to evaluate fictitious job descriptions that indicate varying levels of organizational attraction), and explaining the findings of the current research to provide insight into job seekers' attraction an organization.

Attraction to Organizations

One of the most popular measures in recruitment research is an applicant's attraction to the organization (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005). The earliest examination of organizational choice studied organizational attraction as a single criterion quantifying how attracted applicants were to businesses (Vroom, 1966). With time, the construct of organizational attraction evolved and was then considered to be multifaceted and included an individual's attraction to the organization as well as their intentions to pursue the position (Fisher, Ilgen, & Hoyer, 1979). Research has since grown to examine several related constructs, namely: job attraction, job-pursuit intentions, acceptance intentions, and job choice. Job attraction refers to the applicant's overall evaluation of the attractiveness of the job whereas job-pursuit intentions involve applicants' intentions to pursue a job or to remain in the applicant pool

(Chapman et al., 2005). On the other hand, acceptance intentions evaluate the likelihood that an applicant would accept a job offer if one were forthcoming and job choice involves choosing whether to accept a real job offer involving an actual job (Chapman et al., 2005). Studies examining the relationships between these constructs have found that all constructs overlap significantly, except for job choice (Breaugh & Starke, 2000; Chapman et al., 2005). However, perceptual distortion after a job choice occurs (i.e. applicants adjusting their perceptions to match their behaviors after the fact) may account for the relatively weak relation between job choice and the other measures (Vroom, 1966).

According to a meta-analysis conducted by Chapman and colleagues (2005), there are many predictors of job seeker attraction. Assessing 35 years of recruitment literature, the investigators found predictors of job seeker attraction to include perceptions of the recruiting process, hiring expectancies, job characteristics, organizational characteristics, and perceived fit of personal needs and job-organizational characteristics.

While past research has shown that job characteristics, such as pay and career advancement opportunities, are the most attractive to job seekers and can act as potential deal breakers early in the job choice process (Osborn, 1990), this study will focus on factors that may require applicants to make decisions later in the decision-making process (i.e. after pay and career advancement have been considered, job seekers must weigh other factors related to the job). Specifically, this research will focus on one of the most common predictors of organizational attraction – organizational characteristics (Banks, Kepes, Joshi, & Seers, 2016). Research has found that applicants, who are in a position to make a job choice base their decision largely on evaluations of an organization's attributes (Szamosi, 2006). Organizational characteristics are further divided into the company's image, work environment, size, location,

and familiarity (Chapman et al., 2005). While each of these components can influence job seekers' attraction to an organization, the current research is most concerned with the implications of organizational image and the work environment.

Organizational image. Multiple definitions of organizational image have emerged from recruiting literature. It has simultaneously been described as the logo, signage, advertising, and architectural embodiments (Gray & Balmer, 1998) as well as the views held by external stakeholders (Davies, Chun, da Silva, & Roper, 2001). The present research will delineate organizational image as the overall evaluation or set of beliefs and feelings people have about a firm (Jackson, 2004) as this broad definition incorporates facets of both organizational reputation and identity.

Whenever people come in contact with a business, they form an image of the organization. This image assists individuals in differentiating a company from its competitors and also fosters feelings of attachment to a firm (Cable, Yang, & Yu, 2006). Organizational images are especially important for job seekers as it has a significant effect on organizational attraction (Clardy, 2012). For instance, organizations with a favourable image tend to have more job applicants (Renwick, Redman, & Maguire, 2013). Moreover, it has been shown that job seekers were willing to accept a seven percent reduction in their salary to join an organization with a positive image (Turban & Cable, 2003). An additional organizational characteristic to consider in the current research involves work environments.

Work environment. There is a shift away from understanding workplaces as passive spaces, towards conceptualizing workspaces as environments that interact with employees, and can support (or hinder) their work (Martens, 2011). The space an organization occupies is a physical manifestation of the organization itself and can be a powerful tool for companies to

support their strategy (Earle, 2003; Levin, 2005). The workplace environment can also allow employees an opportunity for their values, preferences, and beliefs to match those of the organization (Augustin, 2009).

Some research has revealed that work environments in green buildings are more conducive to individual performance, health, comfort, and overall satisfaction than those of conventional buildings (Rashid, Spreckelmeyer, & Angrisano, 2012). Although there is a growing level of public awareness of green buildings, there is not yet a consistent definition of what a green building entails in either academic or industry circles (Zuo & Zhao, 2014). As previously discussed, the definition of green buildings used in the current research relates to buildings created with the intention of reducing emissions, resource use, and waste in addition to the improvement of occupant comfort and health (Brown et al., 2010). Moreover, green buildings relate to "the scope, emphasis and performance targets currently incorporated in voluntary green building rating systems such as Leadership in Energy and Environmental Design" (LEED; Brown et al., 2010, p. 235). The LEED green building certification system, developed in 2000 by the United States Green Building Council, has grown rapidly and is now accepted as a tool for guidance and evaluation of green buildings throughout their life-cycle (Castro-Lacouture, Sefair, Flórez, & Medaglia, 2009). Some studies have identified positive environmental factors usually associated with green buildings, such as thermal comfort, less noise, more natural lighting, superior ventilation, and increased overall indoor environmental quality, leading to better health outcomes and increased productivity (Newsham et al., 2013; Thatcher & Milner, 2014; Thatcher & Milner, 2016; Zuo & Zhao, 2014).

However, green buildings certainly have their share of criticism. Namely, the higher upfront construction cost of green buildings presents one of the most significant issues to

potential investors (Rehm & Ade, 2017). In some cases, green building users have also reported comfort issues such as higher temperatures during summer (Gou, Lau, & Chen, 2012). Other studies have even questioned the performance of green buildings in terms of their energy efficiency (Menassa, Mangasarian, El Asmar, & Kirar, 2011).

Nevertheless, demand for sustainable commercial office buildings in Canada is expected to increase (Dixon, Ennis-Reynolds, Roberts, & Sims, 2009; Singh, Syal, Grady, & Korkmaz, 2010). With the anticipated increase in green buildings, this study will investigate questions pertinent to the attraction of green buildings as workplaces.

Research Questions

Prior research has suggested that green buildings benefit employees (Newsham et al., 2013). However, little research has explored to what extend job seekers are attracted to working in green buildings and what features of green buildings are the most attractive to job seekers. The following research questions attempt to fill this identified gap and simultaneously address questions raised by academics and industry leaders at the previously mentioned Symposium in 2016.

Research Question 1: To what extent are job seekers attracted to working in green buildings?

Research Question 2: What features of green buildings (if any) are young job seekers attracted to?

To examine these research questions, an exploratory sequential mixed methods design was employed, which involves a qualitative research phase that explores the views of job seekers (Study One) from which the analyzed data will provide the content for a subsequent quantitative survey with job seekers (Study Two; Creswell & Creswell, 2017). Both phases are required to ensure the robustness of the current research due to its exploratory nature and the need to

establish the degree of influence green buildings have on job seekers' attraction. Mixed methodologies resonate well with a pragmatic paradigm (which is not committed to any one system of philosophy and recognizes there is a single real world, but individuals have unique interpretations of it; Denzin & Lincoln, 2005) that laid the foundation for the current research methodology.

Study One: Interviews with Young Job Seekers

Procedure

To examine our research questions, 10 semi-structured interviews were conducted by the researcher to explore job seekers' preferences for employers who are located in green buildings. Semi-structured interviews are fitting for this type of research as it allows opportunities to explore topics, clarify concepts through probing questions, and it resembles interviews that job seekers typically engage in during the recruitment process (Cable & Judge, 1994; Gray, 2004). All interviews were conducted by the researcher with young (18 – 25 years old) job seekers and lasted for 46 minutes on average.

The questions posed to interviewees were designed to gauge their familiarity with the job seeking process, the importance of the environment when job seeking, as well as their familiarity with green buildings (see Appendix A for interview guide). A sample interview question is, "When I say the words green building, what comes to mind?". After being provided a definition of green buildings, participants were then asked about their thoughts and potential attraction to green buildings. A mock interview was conducted with a job seeker prior to data collection, in addition to the questions being refined and subsequently approved by a larger research advisory team (the advisory team was composed of three professors employed at universities in southwestern Ontario who have expertise in organizational sustainability and/ or community

psychology) which led to productive changes in the interview guide – modifications in wording that increased comprehension (Kallio, Pietilä, Johnson, & Kangasniemi, 2016).

All procedures performed were in accordance with the ethical standards of the university where the research was conducted, which included obtaining informed consent from all participants (see Appendix B). For this study, emails were sent to students at a university in southwestern Ontario from their Career Center to recruit participants for a study claiming to determine what job seekers' ideal employer looks like. Deception was used to examine to what extent job seekers are attracted to working in green buildings (see Appendix C). Using ethically justified deception in this way ensured there was little self-selection bias that would occur by attracting individuals who may have a greater interest in sustainability or green buildings. Participants were misled with distorted goals of the research to ensure that individuals who choose to complete the questionnaire do not answer questions in a socially desirable way. Only participants that indicated that they were currently seeking a job or seeking a job in the near future were interviewed.

Interviews were audio recorded and then transcribed verbatim. The researcher then read all the transcriptions to gain a comprehensive understanding of the interviews. MAXQDA qualitative data management software was used to assist in the organization of the data. The transcripts were analyzed using Patton's (2002) method of inductive coding. The researcher searched for codes in each interview transcript that emerged organically, rather than searching for information to "answer" the research questions. Memoing was employed to track the justifications for each code in data; codes were then grouped thematically. The researcher then performed axial coding to create a framework, by examining the relationship and connections among the themes following a method employed by Corbin & Strauss (1990). The themes were

scrutinized to determine the conditions that gave rise to them and the context in which they were mentioned. For instance, for the theme of "power" that captured the idea of job seekers' power when applying for a job, the researcher considered what information was provided in the interviews that shed light on the contextual factors surrounding this power.

The framework was then presented to the research advisory team for feedback and revisions (see Appendix D for coding schemes along with supporting quotes). This new framework, in addition to the transcripts provided rich qualitative data that responded to each research question and shaped the next phase of the research project. To ensure the quality of the qualitative analysis, the researcher searched for negative cases (i.e. instances that do not fit the general coding pattern) – for instance, individuals who did not believe in climate change – as well as explored rival assumptions to ensure the framework best represented the entirety of the data. A single incident was not sufficient to discard or confirm an assumption. For instance, to be confirmed (i.e. regarded as increasingly plausible) an assumption had to be present in the data repeatedly. Similarly, an unsupported assumption was critically evaluated to determine if it is false or if the data indicates an alternative postulation.

Results

The 10 interviewees were business students enrolled at a university in southwestern Ontario and ranged in age from 19 to 21 (M = 20, SD = 0.47) and six (60%) identified as women compared to four (40%) men. Figure 1 provides an overview of the themes raised in the semi-structured interviews, centered around the question of to what extent working in a green building would influence the three stages of the job seeking process previously outlined.

1.Identify opportunities

Identity
→ Values
→ Age

Past experience
→ Life experience
→ Previously worked in a green organization
→ Awareness of environmental issues

Power
→ Experience
→ Skill
→ Preparedness
→ Co-op process
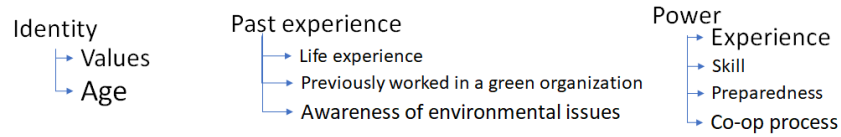
2.Acquire specific information

→ Job posting
→ Company Website
→ Peers
→ Contact with organization
→ Google

3.Sort opportunities

Well Rounded Employer
— Culture
  → Wellbeing
→ Reputation
→ Perks
    Natural Light
  → Solar Panels
    Fitness Center
→ Impact
  → Environment
  → Community
→ Innovation

Well Rounded Job
→ Pay
→ Career Development
→ Flexible
→ Enriching

Power
→ Money
→ Location
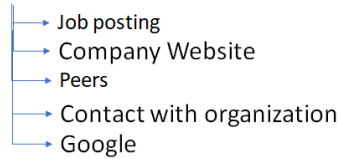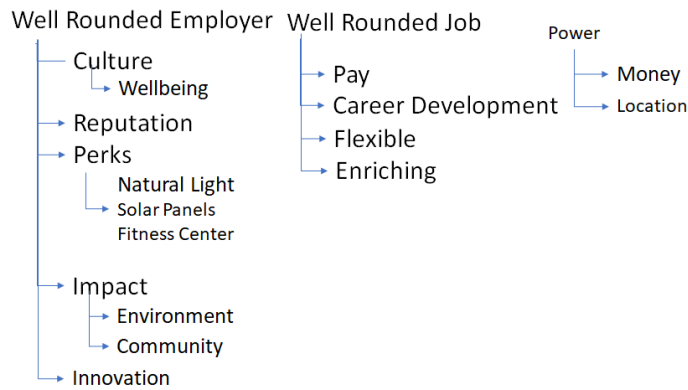
Figure 1. Insights from interviews concerning green buildings' influence on job seekers. The size of the font indicates the relative frequency that each of the themes was mentioned.

When initially searching for jobs, individuals identified potential job opportunities based on three factors: identity, past experience, level of power. First, an individual's identity, such as their personal appreciation of the environment, shaped their attraction to working in green buildings. While eight (80%) of the interviewees self-identified as environmentally friendly, two (20%) were not concerned about the environment and thus were not enticed to work in a green building. Second, individuals' past experiences framed the kind of jobs they looked for. For instance, interviewees that had previously worked in a green building voiced a stronger attraction to working in green buildings in the future. Third, the results indicated that some job seekers had

limited power to select between different jobs (see Table 1 for sample quotes related to each

factor).

Table 1.

Factors Affecting the Initial Job Seeking Process with Related Quotes

Factors	Related quote from interviews
Identity	*So like personally, I'll recycle, I'll never litter. So like within myself I think like environmental sustainability is very important. – Sarah* *I want to be able to be like this earthy person that's like so into the environment. I say this roommates actually all the time and I want to be that person that just that's their that's their main passion that's their goal. – Carlos*
Experience	*Because I have that experience in Kenya, I think that's why it resonates so much with me, but like if I were to learn about a company that was doing something in a certain aspect, not just like we're environmentally sustainable like this is all the daisies and sunshine. It's like if they actually tackled something. – Ann Marie* *So one of the values that swung me towards the job that worked at this summer was that they were really concerned about sustainability and greenhouse gas emissions and giving back and that sort of thing. And I thought that was really interesting especially being in the electricity natural gas industry. - Tiyondah*
Power	*There's a million places that are hiring and you can always be selective because somebody is always going to be hiring at least in a positive economy...setting that's sort of where the power lies. But other than that, I can't really say you have any power because you need them more than they need you. - Anne* *With this previous current job, I think I did have a little bit of power coming in because he works at [the company], but now he's the CFO for this job and my dad got him his job. Not his current job, but his past job. So, it's not that he owed my dad a favor or anything, but I feel he had a little bit of responsibility. – Maddie*

Note. Names provided are pseudonyms.

One key theme that emerged from the interviews was the influence of power in the job

seeking process. More specifically, interviewees expressed that power when looking for a job

depended on four components: preparedness, skill, experience, external factors. Job seekers

mentioned that individuals who knew how to write effective resumes, cover letters, and how to

interview may be able to be more selective when applying to jobs. People with more skills or

experience would also be able to secure jobs more easily with new employers or negotiate for more benefits when returning to the same employer. Lastly, external factors, such as support from parents or existing networks to find a job may allow some job seekers to have power throughout the process. Nevertheless, most young interviewees indicated they had some sort of power in the job seeking process and ultimately believed the choice is up to them. It was further mentioned that some job seekers who are well positioned with the aforementioned four components may feel confident enough to subtly advocate for sustainability during the job seeking process such as by asking a prospective employer: "What initiatives is your organization championing in terms of environmental sustainability?"

Finding specific information about a company, job, and workplace can be very beneficial when preparing for an interview or making the choice to accept or turn down a job offer. Interviewees indicated that they would find relevant information about the job by looking at the job posting, sifting through the company's website, talking to peers in the same industry as the employer, asking questions with the organization's recruiter, and conducting Google searches. Job seekers also mentioned they visited Glassdoor (a website where employees and former employees anonymously review companies and their management) to find testimonials about the company. However, when interviewees were asked to clarify whether Glassdoor would provide information about a company's green buildings, they were quick to point out that it was unlikely to provide any related information.

When it came to sorting different job opportunities, it became apparent that job seekers were looking for a plethora of factors in an employer. Job seekers were simultaneously looking for an organization that can pay a high salary, offer a supportive culture, while valuing physical and mental wellness. The employer should also have a strong reputation, offer perks (i.e. benefits

of the job that is distinct from one traditionally offered, such as a complimentary lunch), provide strong career development opportunities, foster an innovative spirit, and have a positive impact on society and the environment. Table 2 unpacks these factors that shape a well-rounded employer with sample quotes from the interviews. When interviewees were prompted to gauge their level of attraction to working in a green building, they compared it to an innovative perk. Although green buildings were not a feature that was attractive on its own, it was part of shaping a positive organizational image. As an interviewee put it, "when I think of green building I have a positive image in mind" in part due to their impact on the environment and also because they are rare in Canada. Furthermore, after being asked to comment on the culture of an organization with no knowledge of the business except that they are located in a green building, interviewees commonly voiced that their "employer does care about the environment and about their employees". This is consistent with past literature illustrating that "office design is a perk to clearly differentiate us from other companies" and can help attract employees (Earle, 2003, p. 239). Furthermore, when job seekers were asked to name companies that are likely to be located in a green building and explain why, they often listed companies like Google, and specified that a green building aligned with the organization's mission and fit with the innovative image of these companies.

Table 2.

Inductively Developed Themes of what Forms a Well-Rounded Employer

Factors	Related quotes from interviews
Culture	*I care more about corporate culture. Like if you're telling me like you guys care about climate change that's all cool but if you guys are going to like force your employees to do super menial labor for 40 hours a week it doesn't matter if you're saving the environment or I don't want to work there. – Becky*
	So I think the biggest one for me is the working culture especially being more of a tech guy. I find that a lot of places have this sort of.. very dead corporate

	culture where you're sort of locked into place and there's no room for innovation or anything. – Brian
Reputation	*I consider the reputation that the company has before I make that decision. - Sheldon*
	I want to look for a place that has a good reputation and ethical standards as well – Lumen
Innovative perks	*I mean like obviously like perks and stuff and nice like food or whatever it is, but I think that's just because I'm a millennial and I don't know, but like those types of benefits are fun, like not needed, but like a draw - Tom*
	If there was a green building with all those cool like atmosphere perks that I talked about before that would be ideal. – Buddy
Impact	*I don't want to work at a job where my impact will be minimal - Vernis*
	[I want] to make an impact so like I talked about before just being able to kind of have a say and be able to kind of stand behind what you're doing and having responsibility in what you're doing I think that's really important – Olivia
Innovation	*I want to look for a place that's very…like it fosters creativity and innovation – Deema*
	I chose them over the other job offers because their corporate culture was aligned with my values and they have a lot of programs in place to help out their employees and they had a lot of different corporate policies that really promoted innovation – Felix
Pay	*I would say pay, that definitely [is the most important] factor – Laine*
	You think you pay me a million dollars but if I would hate the fact that I'm working there if I'd hate how the company runs – there is no way I'm taking that money. – Ruhee
Career Development	*So, it's nice that you that there are security for yourself to grow in the business especially for her entry level and potentially run your own team and that they're invested in that you can learn new skills. – Annie*
	So one thing that I value a lot is growth, like being able to develop your career whether that's through like one of the jobs offered, classes for career development. – Eli
Wellbeing	*And like with that culture something that's there really about employee wellbeing and just like that positivity and like encouragement – Niki*
	If it's like all about employee wellbeing, I feel like you would enjoy yourself more – Juanita

Note. Names provided are pseudonyms.

Interviewees were also asked which workplace features they were most attracted to when presented pictures of common office perks, including some components frequently in green buildings (see appendix A for pictures provided to interviewees). These specific features emerged through a literature review conducted by the researcher and were also narrowed down using the lens of Signaling Theory to select more visible features that would provide job seekers inferences about the organization (i.e. solar panels was selected, but geothermal heating was not). From most to least favoured across all the interviews, the features were ranked as natural light, solar panels, a fitness center, a green wall, and collaboratives spaces (e.g., games room); these results differed depending on each person's needs (e.g., some interviewees voiced a need for physical activity and thus preferred a fitness center) and can only be taken at face value due to the small number of interviews conducted. Interviewees were also asked probing questions to determine the criteria that informed their preferences. Generally, preferred building features were those that had the largest impact on employees personally or were features that concretely demonstrated their positive impact on occupants of the building or broader society. For example, a participant noted that "Natural light just lifts mood" while another interviewee mentioned "But I think that solar panels have a way greater impact [than a fitness center]." However, preferences for building features differed between interviewees based on expressed needs (e.g., need for privacy).

Throughout the interviews, a large gap in knowledge was identified related to what green buildings are, their importance in addressing climate change, and their prevalence around the world. Prior to providing interviewees a definition of a green building to ensure they were prepared to answer questions, the researcher asked participants what they considered to be a

green building – a "marijuana dispensary" and a "solarium" were among the answers. The majority of interviewees did not conceive of green buildings as being larger than the sum of its parts; in other words, job seekers had a tendency to be aware about the benefits of solar panels and green walls, but did not conceptualize green buildings to contain these green features.

This study showed that when searching for jobs, individuals identified opportunities, acquired specific information about jobs, and sorted opportunities based on a number of different factors. Overall, green buildings were shown to increase the positive image of organizations as they send signals to job seekers about a firm's commitment to the environment and a supportive culture. While this study explored job seekers' attraction to green buildings, it was unable to determine the extent to which job seekers are attracted to green buildings. Following the exploratory sequential mixed methods design, the results from this study was then used to administer an online survey to young job seekers to substantiate the current findings.

Study Two: Surveys with Young Job Seekers

Procedure

Based on the information generated in the interviews, Study Two involved a four-part online survey to gather insights from young job seekers and quantify the previously obtained results. Young (18 – 25 years old) job seekers were recruited from three sources: a Career Center at a university in southwestern Ontario, an internship program at a leading accounting firm in Ontario, and a Qualtrics Panel (a recruitment method used to gather additional participants that match our target demographic from pre-qualified and willing respondents that participate in surveys on an as-needed basis) of Canada. Recruiting job seekers from three diverse sources improves representativeness of the sample. Similar to recruiting participants in Study One, informed consent was obtained from all participants (see Appendix E) and ethically justified

deception was used to minimize self-selection bias (see Appendix F). A member of the research advisory team reviewed all the statistics independently of the researcher prior to publishing.

Measures

Green buildings' influence in organizational attraction. A policy-capturing approach was used to assess what information job seekers consider most important in making their decisions. Based on the assumption that people perceive separate factors to be of varying importance in a situation and thus do not weigh them equally in a decision, policy-capturing results in an equation which represents the weight of each "policy" and, thus a general decision-making process. Policy-capturing is a simulation-based technique that examines how people make decisions in situations and research has shown policy-capturing to be an effective method to investigate causal relationships (Aguinis & Bradley, 2014). Policy-capturing does not directly ask respondents about their preferences (compared to self-report Likert questions) and as a result is less influenced by social desirability bias compared to other types of self-report questionnaires (Karren & Barringer, 2002). Researchers have used policy-capturing techniques to study a variety of decision-making processes, including job choice decisions (Cable & Judge, 1994; Judge & Bretz, 1992; Rynes & Lawler, 1983). Each respondent evaluated 16 fictitious scenarios on a scale of -5 to +5 based on how attracted they were to each job description scenarios. Drawing from the insights generated in the interviews about which factors are similar in importance for job seekers to the ability to work in a green building, each scenario balanced four different factors (Wellness, Flexible work hours, Organizational culture, Green building) and two performance levels (High, Low) as seen in Table 3. Care was taken to ensure that all of the cues in each scenario were of approximately equal length to prevent respondents from drawing any specious conclusions about the importance of cues based on their length (e.g., longer cues contain more information and are therefore more important). This created a design in which each

factor was crossed with all levels, resulting in 16 unique job description scenarios (see Appendix

G for complete list of questions and scenarios in the survey).

Table 3.

Factors and Sample Scenarios for Policy-Capturing Items

Factor	Description of factor	Sample High Scenario	Sample Low Scenario
Wellness	Is the organization promoting activities that support healthy behaviors	The organization provides a complimentary on-site fitness center	The organization does not provide any Wellness Programs
Flexible work hours	Is the organization accommodating different individual lifestyles	The organization encourages employees to adopt a flexible work schedule that suits their lifestyles	The organization requires employees to work consistent hours from 9am – 5pm on weekdays
Organizational culture	Is the organization's culture contributing to a positive social environment	The organization promotes a strong team spirit and supportive culture	The organization does not have a strong team spirit
Green building	Is the organization located in an office building that reduces emissions, resource use, and waste in addition to the improvement of occupant comfort and health	The organization is located is in a green building that improves its surrounding environment and the health of its occupants	The company is located in a typical office building with average energy use and environmental impact

Green features importance. The second component of the questionnaire evaluated which

green building features are most attractive to job seekers. Respondents were presented with a list

of green building features identified from the themes emerging from the interviews and from past

research (natural light, collaborative spaces, speech privacy, cool furniture, overall comfort, solar

panels, game rooms, fitness center, ventilation and air quality, workplace that supports employee

productivity, workplace that supports positive health; Newsham et al., 2013; Rashid,

Spreckelmeyer, & Angrisano, 2012; Thatcher & Milner, 2014; Thatcher & Milner, 2016; Zuo &

Zhao, 2014). While some of the building features appear broader than others (e.g., workplace that supports positive health compared to a fitness center), this was done intentionally to assess specific components of buildings that were mentioned in Study One and simultaneously explore others that are less well studied. Respondents then rated how importantly they felt of each element in a workplace using a five point Likert scale (1=Not important at all; 5=Extremely important).

Green building attractiveness. The third component of the questionnaire included five questions centered around the importance of green buildings and ideas that emerged during the interview. Sample questions include "Working in a green building is a valuable perk when working at a company" and "I think older job seekers are more attracted to working in environmentally sustainable organizations than young job seekers". These items were rated on a five point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree) and are presented towards the end of the survey to reduce bias when answering the other questions.

Demographics. The final component of the questionnaire included basic demographic questions, such as age, gender as well as province or territory of residence.

All the items within each component of the online survey were randomized for respondents. The data was collected using Qualtrics Online Survey and subsequently cleaned in Microsoft Excel to remove careless or incomplete responses. A two-level hierarchical linear model (participants nested within scenarios) using HLM7 Scientific Software was used to analyze the relative importance of each of the four factors embedded in the policy-capturing scenarios. Hierarchical linear modeling (HLM) is a statistical technique that can be employed for policy-capturing data because it can effectively account for multiple sources of variance across two or more nested levels (Mellor, Paley, & Holzworth, 1999). HLM has increasingly been

employed to analyze policy-capturing data because it allows a parsimonious examination of within- and between-person variance (Morrison & Vancouver, 2000). There are two main sources of variance that can affect the respondents' decision score: personal characteristics of the individual (e.g., personal values) and the characteristic of the specific scenario. The variation among the scenarios is due to the combination of levels (low or high) across the four factors (wellness, flexible work hours, organizational culture, green building). The policy-capturing scenarios were coded with two dummy variables (0 = Low & 1 = High on each job characteristic). Thus, the hierarchical analysis allows for discerning the average weight each of these factors has across respondents (which are the level-2 regression weights), while controlling for individual level characteristics (Raudenbush & Bryk, 2002). Because of this ability to simultaneously control for this variance due to respondents while estimating the regression weights for the four scenario factors (the key interest for this study), HLM is superior to conducting first individual regression analyses for each respondent separately and then aggregating those to determine the relative contribution of each factor in the decision-making process. An analysis was also conducted to explore the relative contribution of individual level characteristics to the level-1 variance.

Basic descriptive distributional characteristics such as frequencies will be reported for the other components of the survey. The measures used in the survey are not standardized, thus limiting the validity of our findings. However, the obtained data will be triangulated with the results from Study One to draw informed conclusions.

Results

Table 4 presents the background characteristics of the 273 respondents, including age (M = 21, SD = 2.37) and gender (72% men, 26% women, 1% other). The respondents were recruited from three sources – an internship program at an accounting firm in southwestern Ontario (n =

16), a Career Center at a university in southwestern Ontario (n = 16), and a Qualtrics Panel (n = 241) from across Canada. The distribution of respondents was relatively similar to the population of most provinces. For instance, 46% of the sample lived in Ontario compared to 39% of the Canadian population, and likewise 15% of the sample live in British Columbia compared to 13% of the Canadian population (Statistics Canada, 2017). There was a statistically significant difference between participants' experiences of working in a green building between the three samples ($F(2,270) = 5.68$, $p < .01$). A Tukey post hoc test showed that the Career Center sample ($M= 1.50$, $SD = 0.40$) was significantly less likely to have experience working or studying in a green building compared to Qualtrics ($M= 1.83$, $SD = 0.37$) and EY samples ($M= 1.81$, $SD = 0.40$). On the other hand, there was a significant difference between participants' ages ($F(2,270) = 5.60$, $p < .01$) between the samples. A Tukey post hoc test revealed that the Qualtrics sample ($M= 21.31$ $SD = 2.46$) had a significantly higher age compared to Career Center ($M= 19.38$, $SD = 0.50$) and EY samples ($M= 20.63$, $SD = 0.86$). However, there was no statistically significant difference between genders of each samples ($F(2,270) = 0.37$, $n.s.$). These three samples were then combined to be more representative of young job seekers in Canada.

Table 4.

Demographics of the Sample of Participants

Variable		n	%	M	SD
Age				21	2.37
Gender	Male	72	26		
	Female	197	72		
	Other	4	1		
Recruited from	Qualtrics Panel across Canada	241	88		
	Internship program at an accounting firm in Ontario	16	6		
	Career Center at a university in southwestern Ontario	16	6		
Previously worked or studied in a green building	Yes	51	19		
	No	222	81		
Province					
	Alberta	43	16		
	British Columbia	40	15		
	Manitoba	19	7		
	New Brunswick	4	1		
	Newfoundland and Labrador	4	1		
	Northwest Territories	0	0		
	Nova Scotia	9	3		
	Nunavut	0	0		
	Ontario	126	46		
	Prince Edward Island	1	0		
	Quebec	13	5		
	Saskatchewan	14	5		
	Yukon	0	0		

All examined job characteristics had a significant positive relationship on respondents'
attraction to a job, with green buildings being the least influential. Of note, job seekers who
indicated they had previously worked in an environmentally sustainable organization scored
significantly higher on their responses to policy-capturing scenarios in which the green building
characteristic was High. All other demographic variables examined (i.e. gender and experience
working or studying in a green building) and the cross-level interactions between the
demographic variables and the green building factor at the scenario level were not significant and

thus were not included. This was further confirmed by examining separate regressions for each scenario with high levels for the green building. As seen in Table 5, respondents' attraction to a job (when controlled for whether job seekers had previously worked in an environmentally sustainable organization) = 5.176 + 0.872(flexible work hours) + 1.298(positive culture) + 1.224(wellness programs) + 0.520(green building).

Table 5.

Effects of Job Characteristics on Job Seekers' Attraction.

	Coefficient	Standard Error	*t*-ratio
Intercept	5.176**	0.213	24.263
Wellness programs	0.872**	0.190	4.587
Flexible work hours	1.298**	0.190	6.827
Positive culture	1.224**	0.190	6.442
Green building	0.520*	0.190	2.737
Previously worked in an environmentally sustainable organization	0.466**	0.101	4.613

Note. *p < 0.05, **p < 0.001.

Job seekers also indicated the features usually found in green buildings they are most attracted to. As seen in Figure 2, job seekers were most attracted to workplaces that supported employee productivity ($M = 4.13$, $SD = 0.94$) and positive health ($M = 4.10$, $SD = 0.99$). Additionally, there was a significant difference between building features ($F(2,2992) = 164.81$, $p < .001$). Post hoc tests show that job seekers were significantly more attracted to some physical features of green buildings such as superior ventilation ($M = 4.06$, $SD = 1.11$) compared to other elements like a games room ($M = 1.96$, $SD = 1.13$).
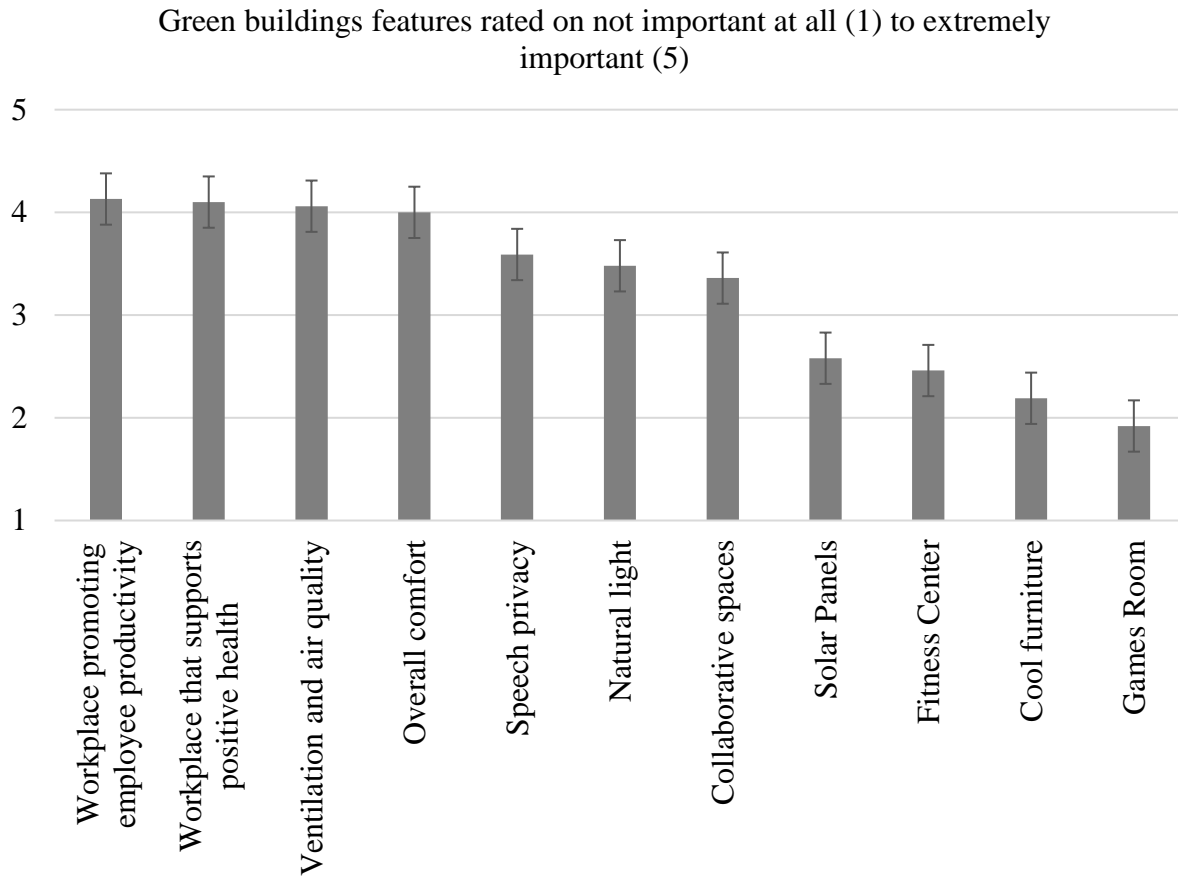
Figure 2. Ratings of green buildings features. Items were rated from not important at all (1) to extremely important (5). Error bars represent standard errors.

Themes raised from the interviews conducted in Study One resulted in five questions being added to the survey. Based on the data summarized in Table 6, job seekers believed that working in a green building would make them feel like they are having a positive impact on the environment ($M = 3.89$, $SD = 0.96$). Additionally, job seekers thought that older people would be slightly less attracted to working in a green building than younger job seekers ($M = 2.68$, $SD = 1.15$). These results show that overall young job seekers are more attracted to green buildings as they are associated with a positive organizational image.

Table 6.

Results of Survey Items with Mean and Standard Deviation

Item	Mean	SD
Working in a green building would make me feel like I'm having a positive impact on the environment	3.89	0.96
Working in a green building is a valuable perk when working at a company	3.70	0.99
I think older job seekers are more attracted to working in environmentally sustainable organizations than young job seekers	2.73	1.16
I think older job seekers are more attracted to working in a green building than young job seekers	2.68	1.15
A high paid job is more attractive than a job that aligns with my values	3.22	1.19

Note. Items are rated from strongly disagree (1) to strongly agree (5).

Discussion

In regard to the degree of influence working in a green building has on job seekers' level of attraction, data from the policy-capturing scenarios demonstrates that other organizational perks (i.e., flexible work hours, positive organizational culture, and strong wellness programs) have a significant larger impact than the opportunity to work in a green building. This is not surprising given the findings from the interviews and the literature review. Nevertheless, when controlling for these other factors there is still a significant relationship between one's attraction to a job and it being located in a green building. Additionally, interviews conducted in Study One demonstrate that green buildings increase organizational image which has a significant positive effect on organizational attraction (Clardy, 2012). This research supports the idea that green buildings send signals to job seekers that a company values creating a supportive culture and protecting the environment.

Through the lenses of Signaling Theory and Social Identity Theory, the mixed methods employed in this research indicate that green buildings create a positive organizational image that job seekers may use to draw inferences throughout their decision-making process. Additionally, some job seekers', who hold values related to sustainability as part of their identity, may be more attracted to working in a green building as it allows them to experience a form of cognitive consonance – a state of internal consistency arising from compatibility among a

person's attitudes, behaviors, beliefs, or knowledge (Dolgon, 2002). As the policy-capturing scenarios in which the green building characteristic was High were rated higher by job seekers who had previously worked in an environmentally sustainable organization, the results of this study are in line with the proposition of Social Identity Theory that suggests that organizations serve as a part of one's self-concept (i.e. green buildings for individuals worked for sustainable organizations in the past) thereby increasing attraction or pride in the employer (Jones, Willness, & Madey, 2014).

This research suggests the ability to work in a green building will have its strongest impact towards the end of the job seeking process (i.e. when job seekers are sorting between opportunities). Based on the three steps of the job seeking process embraced in this research, job seekers likely sort their job opportunities based on potential deal breakers (i.e. job characteristics, such as pay and career advancement opportunities) and then turn to focus on other benefits of the job (Blau, 1993; Osborn, 1990; Soelberg, 1967). At this point in the job seeking process, the applicant is likely invested in specific companies and is looking for incentives that each company can provide. This provides insight about how organizations housed in a green building can best promote their innovative workspace – the most favourable time to outline the perks of working in a green building may be when recruiters are sending an offer letter to potential candidates.

The current research also contributes to the idea that certain green building features are generally more attractive to job seekers than others. These components include workplaces that generally support employee productivity and positive health as well as superior ventilation, access to privacy, natural light, collaborative spaces, and solar panels. However, it should be noted that based on interviewees' statements as well as past research (Oseland, 2009), job seekers' level of attraction to building features depends on an individual's unique needs. Each

person requires different environments to perform well, depending on the task they are conducting and personal factor. When deciding which building features are most valuable for a certain workforce, this research supports previous studies in providing a choice of work-settings to support different tasks and preferences that are based on the needs of an organization's unique workforce (Hills & Levy, 2014).

Future Research

While the intent of this research was to answer the two aforementioned research questions, the results also unintentionally raised three key ideas in the literature that pave the way for both future research and action in the building sector. To begin, green buildings may shape more positive organizational images for young job seekers than more seasoned applicants due to their emphasis on innovation and supporting the environment. As the composition of the labour force continues to evolve, organizations seeking to attract key talent across Canada may be interested in greening their offices to appeal to a younger and more environmentally conscious generation (Rothe, Lindholm, Hyvönen, & Nenonen, 2012). However, more research is needed to substantiate whether older job seekers are indeed less attracted to green buildings than younger generations as the current project only assessed the perspective of young people.

Next, the results indicated that some job seekers have limited power to select between different jobs or stay unemployed to try to find a job located in a green building. In the current labour market, many job seekers are concerned about the increased competition for jobs and the overall lack of economic opportunities (Tomlinson, 2012). In particular, vulnerable populations (e.g., individuals who lack financial security) typically have fewer choices when seeking jobs (Bonds, 2006). These findings suggest that if job seekers are prepared, have the appropriate level of skill, experience, and external factors present, they may be able to advocate for sustainability during the job seeking process. However, these findings were exploratory and further research is

needed to understand how job seekers have limited power can overcome these internal (i.e. preparedness, skill, experience) and external barriers (e.g., lack of network from parents to leverage into a job).

Yet another idea consistent with recent research is that although the level of awareness in the public is low, attitudes and perceptions of green building practices was positive (Sichali & Banda, 2017). Consequently, there seems to be a strong need for researchers and industry leaders to increase the engagement of the general public (and by extension job seekers) in green buildings before, during, and after they are constructed to amplify its benefits. Engaging the public in the buildings can be done through tours of buildings, using interpretive signs, creating a website, or hosting community events and programs (Barnes, 2012). This engagement process may be more important for certain organizations or industries where employees and job applicants likely have a strong knowledge of sustainability, such as environmental organizations.

Limitations

There are several limitations in the current research. In Study One, the researcher's presence and personal biases may have altered the interviewees' behaviours (Padgett, 2012). However, a pilot of the interview was conducted to ensure phrases and facial expressions that could be construed as biased during the interview were minimized and standardized prompts were provided in the interview guide, such as "The interviewer should appear friendly and making the interviewee comfortable. The interviewee should be sitting up right with an open posture" to provide each interviewee the same treatment.

A methodological limitation of Study Two involves the use of self-reported information as surveys assumes applicants have access to the decision-making processes in their mind. However, the researcher reduced issues with self-reported surveys (i.e., social desirability and acquiescent responding) by ensuring participants' anonymity and employing policy-capturing

questions that asked respondents to make decisions rather than relying solely on their self-reported level of attraction to jobs (Karren & Barringer, 2002). Furthermore, creating artificial decisions for job seekers decreases the study's ecological validity and reduces the likelihood a job seeker will be swayed by emotions in the job seeking process. However, while policy-capturing scenarios were valuable to address the current study's research questions, the researcher ultimately chose which attributes (i.e. wellness programs, flexible work hours, organizational culture, green building) were manipulated, which may not reflect the actual job attributes used by applicants (Cooksey, 1996). Nevertheless, policy-capturing scenarios have been shown in past research as appropriate to assess the decision-making process of job seekers (Cable & Graham, 2000).

Conclusion

Psychology has an important part to play in addressing intricate business and sustainability challenges. This research demonstrates that green buildings on their own are not a primary decision factor for young job seekers. In actuality, many job seekers have little understanding of what a green office building is. However, green building can increase the positive image of organizations as they send signals to job seekers about the value a firm puts in valuing the environment and shaping a supportive culture. The organizational image and its culture are both, in turn, key decision-making factors for young job seekers. Thus, this research shows that the positive impact of green buildings on the decision-making of young job seekers cannot be assumed, but needs to be leveraged by highlighting the specific features of green buildings and clearly linking the building to the organization's corporate identity. Based on the results from this research, promising practices for businesses that are currently located in green buildings are proposed. Namely, firms located in green buildings would benefit from outlining the benefits of working in a green building in offer letters sent to potential employees.

Additionally, organizations located in green buildings should better communicate their investment in green workplaces to the public in order to cement the positive perceptions of sustainable buildings with their company's image. Organizations interested in capitalizing on a unique workplace environment or improving their organizational image to attract top talent may consider housing their workforce in a green building.

Appendix A

Interview Guide

The interviewer should continue appearing friendly and making the interviewee comfortable. The interviewee should be sitting up right with an open posture. Begin recording. Use prompts (intended and marked with "a.") as needed to obtain richer detail from questions. **Below are the questions that will be posed to participants**

I will be asking you questions about what makes an ideal employer. I won't be publicly sharing identifying statements from this interview, so all your comments will remain confidential. You are free to end the interview whenever you want, and are welcome to skip questions. To accurately represent the details of our conversation, I would like to audio-record our session and take notes during our conversation. Do you consent to me audio-recoding this session? *It is a requirement for the interviewee to be audio-recoded to take part in this interview. If the participant does not agree to be audio-taped, they will be dismissed, and will still receive their $20 gift certificate for their participation.*

Do you have any questions before we begin?
I will now begin recording.

1. What aspects of the job, the company, and the working environment would you consider important in deciding between different job opportunities?
    a. What aspects would sway you if they have multiple job offers? Probe for answers other than money.
2. When you were last looking for a job or if you are currently looking for a job, what kinds of jobs were/ are you for looking for?
    a. Probe for job titles and industries
3. When you were last looking for a job, to what extent did you have the ability to select an employer that matched your values?
    a. Probe for ways they may or may not have had power as a job seeker
4. People have different preferences for what they are looking for in a job. What are ideal characteristics you look for in a job?
    a. Probe for at least 3 traits.
5. What are ideal characteristics you look for in an employer?
    a. Probe for at least 3 traits
6. What are ideal characteristics you look for in a work environment?
    a. Probe for at least 3 traits

7. People hold many different values that are important to them. How important is environmental sustainability to you? I'm very interested in your honest assessment here rather than an answer you think I may want to hear.

8. While many people value environmental sustainability, a lot of people struggle to act accordingly in their day to day lives. To what extent do you consider yourself to be environmentally sustainable in your day to day life?
   a. Probe for sustainable behaviours they may engage in

9. How important is it for you that your employer demonstrates a commitment towards environmental sustainability?

10. As a job seeker, how would you determine how environmentally sustainable a potential employer is?
    a. Probe for environmental behaviours or actions organizations engage in

The definition of environmentally sustainable organization we'll use today relates to organizations that have practices that benefit the environment (such as waste diversion, environmental restoration, and resource conservation) that go beyond those that companies are legally obliged to carry out.

11. What experience, if any, do you have working in an environmentally sustainable organization?

12. When I say the words "green building", what comes to mind?
    a. Probe for both positive and negative adjectives

The definition of green buildings we'll use today relates to buildings created with the intention of reducing emissions, resource use, and waste in addition to the improvement of occupant comfort and health.

13. What experience, if any, do you have working or studying in a green building?
    a. Could you briefly describe this experience?

14. Consider the following situation: You are about to start a new job and find out your workplace is located in a green building. With this limited information, describe the culture of your new employer.
    a. Probe for at least three descriptors

15. Is working in a green building something you have thought about?
    a. Would the possibility of working in a green building influence your decision about a potential job offer? How important compared to other decision factors is this for you?

16. From the pictures provided, please rank the most important features for you in a green building.
    a. The interviewer will present picture (attached below) of the different components commonly available in workplaces and ask questions about the interviewee's rationale.

17. What benefits do you see for an organization and its employees to be located in green a building?
    a. Probe for physical, social, environmental, organizational and health benefits

18. What disadvantages do you see for organizations and its employees to be located in green buildings?
    a.   Probe for physical, social, environmental, organizational and health disadvantages
19. Could you name three companies that are likely to be located in a green building?
    a.   If not sure, please guess and explain why you choose those companies.
20. Before we end the interview, I have four demographic questions for you. How old are you? What degree program are you registered in? What year are you in your program of study? What gender do you identify as (man, woman, trans, non-binary, gender queer, other)?
21. Those are all the questions I had for you today. Do you have any questions for me?

I will now stop recording. Do you have any questions to ask me off the record?

Stop recording. Conclude interview and debrief with interviewee.

Example of a workplace with a green wall (Office Snapshots, n.d.)

Example of a workplace with solar pannels (Frith & Price, 2014)

Example of a workplace with natural light (Office Snapshots, n.d.)

Example of a workplace with a fitness center (Villa Istana, n.d.)

Example of a workplace with a games room (Wheeler, 2015)

Appendix B

Consent Form for Interview

Study Name
What makes an ideal employer?

Research Team
Devon Fernandes, Graduate student & principal researcher, Wilfrid Laurier University
Dr. Manuel Riemer, Associate professor & thesis advisor, Wilfrid Laurier University
Bianca Dryer, Graduate student & thesis advisor, Wilfrid Laurier University
Dr. Simon Coulombe, Associate professor & co-investigator, Wilfrid Laurier University
Dr. Joel Marcus, Professor & co-investigator, York University
Stephanie Whitney, Graduate student, University of Waterloo

You're invited to participate in a research study investigating what job seekers look for when reading job postings. Some of the details about study cannot be explained at this time, but you will receive a complete debriefing at the end of your participation. In this phase of our study, a total of 12 job seekers (18-25 years of age) in any industry from the Co-op and Career Center at four universities in Ontario (University of Guelph, University of Waterloo, Wilfrid Laurier University, York University) will participate in this study. Please read through this consent form carefully, ask questions and raise any concerns before we begin.

Project Information
The one-on-one interview will be conducted by Devon Fernandes and will take place in a private room at Wilfrid Laurier University or over a private Skype session at a date and time convenient for you. The interview will be audio-recorded for accurate data collection purposes. You will also be asked to provide basic demographic information.

Possible Concerns and Risks
There are minimal risks related to your engagement in this study. You might experience discomfort, negative feelings, upset or confusion when discussing a topic and/or reflecting upon your experiences searching for a job. Importantly, there are no right or wrong answers to any of the questions asked and you do not have to answer any questions you do not want to answer. Temporary feelings of discomfort are normal and should be temporary. If you experience persistent negative feelings as a result of participating in this study, please contact the principal researcher, Devon Fernandes (contact information below) and/or Good2Talk (a post-secondary student helpline, 1-866-925-5454)

Benefits

By participating in this study, you will be helping to identify what employers students would like to work for.

Compensation

In appreciation of the time you have given to this study, you will receive a $20 gift card (to the store of your choice). The gift card will be distributed online as e-cards and the primary investigator will ensure the email of the participants who win are not shared, distributed, or retained by the company to which the gift card belongs. Any compensation received related to the participation in this research study is taxable. It is the participant's responsibility to report the amount received for income tax purposes and Wilfrid Laurier University will not issue a tax receipt for the amount received.

Confidentiality

We will respect your confidentiality by ensuring your personal information is kept private. If you choose to complete your interview via Skype, confidentiality cannot be guaranteed when information is shared over the Internet. While your quotes in the interview may be used with your permission, your name and other identifying information will not be used in any public reports or articles produced by the research team. Only the research team (Devon Fernandes, Bianca Dryer, Dr. Manuel Riemer, Dr. Simon Coulombe, Dr. Joel Marcus, and Stephanie Whitney) will have access to the data. All data (audio recordings, notes, consent forms) will be securely stored in a restricted-access office at the Department of Psychology at Wilfrid Laurier University, in a locked cabinet and/or on a password-protected computer. Personal information will be stored separate from the data, and data will be labelled with a randomly-generated ID code. All personal information, contact information, and the audio recordings will be destroyed by Devon Fernandes at the end of the study (i.e., by May 1, 2018). The de-identified data, including the transcripts from the Verbal Protocol Analyses interviews and the consent forms, will be stored for up to THREE (3) years after the study end date (i.e., until May 1, 2021), at which point the researchers will destroy this information.

Your rights as a participant

Your participation in this project is voluntary. You do not have to take part in activities you do not want to and you do not have to answer any questions you do not want to. You are free to leave the project at any time without penalty or loss of benefits to which you are otherwise entitled. This will in no way affect your relationships with the organizations and institutions involved in the project. The researchers may also withdraw you from this research project if circumstances arise which warrant doing so (i.e., violent behaviour, threats). In this case, all data and materials collected in relation to you will be destroyed immediately.

How will this information be used?
The findings of the overall project will contribute to a master's thesis for Devon Fernandes. Data from this study will help identify what employers students would like to work for and may help determine best practices for employers when hiring students. Furthermore, the data may inform articles for publication in academic journals and/or presentations, and may be made available through Open Access resources. A summary of the findings will be available by May 1, 2018.

Contact
If you have questions at any time about the study or the procedures (or you experience adverse effects as a result of participating in this study), you may contact the principal researcher, Devon Fernandes, fern1230@mylaurier.ca, graduate student Bianca Dryer, drey4380@mylaurier.ca, or the faculty supervisor Manual Riemer, mriemer@wlu.ca. This project has been reviewed and approved by the Wilfrid Laurier University Research Ethics Board (REB #5352), which is supported by the Research Support Fund. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Dr. Robert Basso, Research Ethics Board Chair, Wilfrid Laurier University, 519-884-0710 ext. 4994 or rbasso@wlu.ca.

Consent Form

- √ I want to take part in this study
- √ I agree to being audio-recoded during the interview
- √ I have read through the information, understand what the project is about and what I will be asked to do
- √ I have been informed about my right to choose not to participate in the study
- √ I am aware of the potential risks, discomforts, and benefits of participating in this study
- √ If I have any questions/concerns during and/or after the study, I know that I can contact the researchers
- √ I have been assured that information relating to me will be kept confidential and that no information will be released or printed that would disclose my personal identity
- √ I have received a copy of the consent form

☐   YES, I consent to participating in this research study

☐   NO, I do not consent to participating in this research study

☐   **Please check the following if you would like a copy of the results of this study,**

Email Address: _____

Participant's Name: _____

Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____

Consent for Quotations

The researchers may present findings from this project at professional conferences or publish them in psychology journals. Sometimes it is useful to present short excerpts from participants' responses to help explain or illustrate certain concepts. All identifying information (i.e., names, organizations) is removed from quotations before they are used.

We will only use your quotations if you provide consent, and this consent is completely voluntary. Your responses will still be included in aggregated (group) results even if you do not consent to the use of the quotations.

Please select one of the following:

☐   YES, the researchers may use my de-identified quotations.
         We will provide you the opportunity to review any quotations prior to using
         publishing them. Please provide your email address below.

         Email Address: _____

☐   NO, the researchers may not use my quotations in presentations and publications.

Gift Certificate

Please write your email address below if you would like to receive a $20 gift certificate in appreciation of your time. Also indicate the store you would like your gift certificate bought for. You will receive the gift certificate within one month of your interview.

Email Address:
_____

Store for Gift
Certificate:_____

INTERNAL USE ONLY
Researcher's Name: Signature:

Date:

Appendix C

Deception Debrief Form Distributed After Interview

Job Seekers' Attraction to Working in Green Buildings
aka, What makes an ideal employer?
Student Researcher: Devon Fernandes, Master's Student in Community Psychology
Supervisor: Dr. Manuel Riemer, Associate Professor

Thank you for taking part in our study! We hope that you found your experience informative and enjoyable. At the beginning of the study, we told you that more information about our research would be provided to you at the end of the session. Please take the time to read the information in this form to find out more about our goals and objectives.

This study involved **deception**. Deception means that we provided you with information that was *not true* (e.g., we used a cover story). Deception is often used in psychology experiments to prevent against **demand characteristics**. In other words, knowledge of certain information may lead participants to intentionally or unintentionally modify their behaviour, rather than act naturally within the research setting. We apologize if the **deception** in this study upset you; however, we hope that you understand why we felt it was necessary.

Deception was used in this study to examine to what extent job seekers are attracted to working in green buildings. Participants are misled false goals of the research to ensure that individuals who choose to complete the questionnaire do not answer questions about in a socially desirable way. The true goals of this research are to understand to what extent job seekers are attracted to green buildings. Our research also hypotheses differences in attraction to green buildings based on an individual's age, gender, and degree program (hence the need for demographic questions).

There are minor social risks (such as a potential loss of privacy) due to the small and specific sample size used in this research. There are also minimal risks related to your engagement in this study. This may include a risk that you might experience discomfort, negative feelings, upset or confusion when an individual reflects on their own experiences of searching for a job. These feelings are normal and should be temporary. If any negative feelings persist or worsen after the study, we encourage you to contact the researchers and/or Laurier Counselling Services c/o the Student Wellness Centre (2nd floor of the Student Services Building, 519-884-0710 ext. 3146, wellness@wlu.ca).

If you have questions at any time about the study or the procedures (or you experience adverse effects as a result of participating in this study), you may contact the student researcher, Devon Fernandes, fern1230@mylaurier.ca or the supervisor, graduate student Bianca Dryer, drey4380@mylaurier.ca, or the faculty supervisor Manual Riemer, mriemer@wlu.ca. This project has been reviewed and approved by the University Research Ethics Board (REB 5352). If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Dr. Robert Basso, Chair, Wilfrid Laurier University Research Ethics Board, 519-884-0710 ext. 4994, rbasso@wlu.ca.

If you would like to learn more about this area of research, you may also choose to obtain the following journal article: Reference for journal article.

Hanson-rasmussen, N., Lauver, K. J., Hall, S., Avenue, G., & Claire, E. (2017). Do students view environmental sustainability as important in their job search ? Differences and similarities across culture. *International Journal of Environment and Sustainable Developmen*, *16*(1), 80–98.

We ask that you please not share the details of this study with your peers until the end of the study and after the feedback has been released, as they may be future participants. We recommend that you save a copy of this form for your records.

Thank you again for participating in our study!

Appendix D

Iterations of Qualitative Analysis

	Count	% Codes	Cases
Interview			
Career Development	5	1.2%	2
Pay	7	1.7%	4
Environment	19	4.5%	8
Green building	68	16.0%	10
Innovative office	4	0.9%	2
Job characteristic	15	3.5%	9
Employer characteristic	31	7.3%	10
Work environment	14	3.3%	7
Power	17	4.0%	9
Identity	11	2.6%	8
Learning about org sustainability	28	6.6%	10
Decision making factors	18	4.2%	9

Experience
- People with more experience are able to be more selective (by securing jobs more easily with new employers or negotiating for more benefits when returning to the same employer) and have more power

Skill
- People with more skills are able to be more selective and have more power
- Job seekers who had certifications or expertise on a specific topic thought they had more power than before

Power as a job seeker

**Preparedness**
- People who knew how to write effective resumes, cover letters, and know how to interview may be able to be more selective when applying to jobs and may have more power

External factors
- Some people are able to have power when job seeking as they may have existing networks/ connections with employers they can leverage (such as the job seeker's fathering know the hiring manager)

Values
"I think [a green building] would provide a more comfortable environment for employees depending on what they value and what the building has."

Life events
"Ya, so like I find like just my experience with Kenya like anything that gives back to the community in any way, specifically like in water and sustainable waterways not wasting."

Individual-level influences on job seekers' attraction to green buildings

Degree of engagement
"My brother, for example, is two years older, so same kind of generational cohort, and he is definitely the type of guy that wants to work at a green eco friendly working space with a lot of social initiatives where they can get involved."

Age
"I think the younger people are more attracted to it [green buildings] because it's something that we've been grown up, being more aware of the environment."

Experience with green buildings
"[the green building on campus is] an eco friendly space, the big roof, it improves the work environment in the sense that it's open and there's lots of air it's good for presentations good for things, good for studying, it's real natural feel. You can look up see the sky which improves your mood while you're well you're in there. "

Culture
"So I think the biggest one for me is the working culture especially being more of a tech guy. I find that a lot of places have this sort of.. very dead corporate culture where you're sort of locked into place and there's no room for innovation or anything. And whenever I really like the companies, they're the kind of companies that allow me to really like be yourself and foster creativity and have that sort of started up vibe not really that locked in a cubicle all day looking at computers"

Reputation
"Based on kind of what they say and kind of the brand or the company's reputation, I'll try to apply there."

Innovative perks
"I think the description about the working environment would be a big plus for a lot of people looking for jobs knowing that they have a new office building, things like I think that really appeals to some people having those types of perks"

Impact
"I want to work at a place where I can quantify what I'm doing and notice that I'm having a positive impact because it feels like the reason I'm there is…..it's sort of like justified."

Innovation
"I chose them over the other job offers because ...they had a lot of different corporate policies that really promoted innovation within their workplaces and things like that".

Pay
"I would say that because I think the pay is important to be on the higher end".

Career Development
"So one thing that I value a lot is growth, like being able to develop your career whether that's through like one of the jobs offered, classes for career development".

Wellbeing
"It makes people interested in going to work and interested in contributing to a company that contributes to their own health, their own comfort".

Friends
"What my friends say and one of my friends worked at Deloitte and like loved it ... So it really shows like they you care about the people that work for them".

Company website
"I would go to their website and go to the CSR or, whatever whatever tab on the footer of their web page, to show what they're doing".

Job posting
 "I would expect in a job description there to be a little bit more detail".

Interview
"During an interview I guess I could like ask a personal question if I was actually interested in at the end when they ask if you like if you have any questions about sort of what they're doing in terms of that if I see that they're doing something to learn more".

Online search
"I would give it a Google because obviously there's Reddit forums or Glassdoor or other websites or advocacy groups that may have other opinions to critique against them".

Appendix E

Consent Form for Online Survey

Study Name
What makes an ideal employer?

Research Team
Devon Fernandes, Graduate Student & principal researcher, Wilfrid Laurier University
Bianca Dryer, Graduate Student & thesis advisor, Wilfrid Laurier University
Dr. Manuel Riemer, Associate Professor & thesis advisor, Wilfrid Laurier University

You're invited to participate in a research study. Please read through this consent form carefully, ask questions and raise any concerns before we begin.

Project Information
In this project, you will be asked to answer a series of multiple choice questions about what makes an ideal employer. The survey will take approximately 10 minutes.

Possible Concerns and Risks
There are minimal risks related to your engagement in this study. This may include:
A risk that you might experience discomfort, negative feelings, upset or confusion when discussing a topic and/or reflecting upon your experiences searching for a job.

Importantly, there are no right or wrong answers to any of the questions asked and you do not have to answer any questions you do not want to answer. Temporary feelings of discomfort are normal and should be temporary. If you experience persistent negative feelings as a result of participating in this study, please contact the principal researcher, Devon Fernandes (contact information below) and/or Good2Talk (a post-secondary student helpline, 1-866-925-5454)

Benefits
By participating in this study, you will be helping to identify what employers students would like to work for.
If the respondent is a post-secondary student who was not-recruited through a Qualtrics Panel:
In appreciation of the time you have given to this study, you can enter your name into a draw for three prizes. The prizes include one $200 gift card, one $100 gift card, and one $50 gift card (to the store of the winner's choice). Your odds of winning one of the prizes are based on the number of individuals who participate in the study. We expect that approximately 110 individuals will take part in the study. Information collected to draw for the prizes will not be linked to the study data in any way, and this identifying information will be stored separately,

then destroyed after the prizes have been provided. The amount received is taxable. It is your responsibility to report this amount for income tax purposes.

Confidentiality

We will guarantee your confidentiality is respected by ensuring your personal information is kept private. Your information will NOT be shared with the police or other authorities; however, should you display harmful behaviour to yourself or others, the researcher will consult with counsellors at the partnering agencies to provide you the necessary supports you require. Your name and other identifying information (email) will not be used in any public reports or articles produced by the research team. The researchers will contact you at a later date to review your interview transcript. Only Devon Fernandes, Bianca Dryer, and Dr. Manuel Riemer will have access to the data collected from participants. Security will be ensured through password protection on all electronic data, as well as secure storage of hardcopy materials in a locked cabinet, within a restricted-access office at the Department of Psychology at Wilfrid Laurier University. Personal information will be stored separate from the data, and data will be labelled with a randomly-generated ID code. All personal information will be destroyed by Devon Fernandes at the end of the study (i.e., by May 30, 2018). The data, including the audio recordings from the interviews and consent forms, will be stored for up to THREE (3) years after the study (i.e., August 30, 2021), at which point, Devon Fernandes will destroy this information.

Your rights as a participant

You have the right to end your participation in the survey at any time, for any reason, up until you hit the "submit" button. You can withdraw by exiting the survey at any time before completing it. If you withdraw from the study, all information you provided will be immediately destroyed. You are free to leave the project at any time without penalty or loss of compensation. If you choose to leave the project, your data and information will be destroyed. This will in no way affect your relationships with the organizations and institutions involved in the project. The interviewer may also withdraw you from this research project if circumstances arise which warrant doing so (i.e., violent behaviour, threats). All data and materials collected in relation to you will be destroyed immediately.

How will this information be used?

The findings in this study will contribute to a master's thesis. Data from this study will help identify what employers students would like to work for and may help determine best practices for employers when hiring students. Furthermore, the data inform articles for publication in academic journals and/or presentations.

Contact

If you have questions at any time about the study or the procedures (or you experience adverse effects as a result of participating in this study), you may contact the principal researcher, Devon

Fernandes, fern1230@mylaurier.ca. This project has been reviewed and approved by the Wilfrid Laurier University Research Ethics Board (REB #), which is supported by the Research Support Fund. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Dr. Robert Basso, Research Ethics Board Chair, Wilfrid Laurier University, 519-884-0710, ext. 4994 or rbasso@wlu.ca.

Consent Form

√   I want to take part in this study
√   I have read through the information, understand what the project is about and what I will be asked to do
√   I have been informed about my right to choose not to participate in the study
√   I am aware of the potential risks, discomforts, and benefits of participating in this study
√   If I have any questions/concerns during and/or after the study, I know that I can contact the researchers
√   I have been assured that information relating to me will be kept confidential and that no information will be released or printed that would disclose my personal identity
√   I have received a copy of the consent form

☐   YES, I consent to participating in this research study

☐   NO, I do not consent to participating in this research study

---

INTERNAL USE ONLY
Researcher's Name: Signature:

Date:

Appendix F

Deception Debrief Form Distributed After Online Survey

Deception was used in this study to examine to what extent job seekers are attracted to working in green buildings. Participants are initially misled about the goals of the research to ensure that individuals who choose to complete the questionnaire do not answer questions about in a socially desirable way.

Your input will help understand the value green buildings provide to job seekers. If the deception involved in this study may led you to feel distressed and you would like to speak to someone about your thoughts, please contact one of the following:

	Phone Number
Good2Talk (a post-secondary student helpline)	1-866-925-5454
Canadian Mental Health Association	1-844-437-3247

We would ask you to maintain confidentiality about the purpose of the experiment since any pre-knowledge of the purpose will bias the data for that person and thus cannot be used.

If you have questions at any time about the study or the procedures (or you experience adverse effects as a result of participating in this study), you may contact the principal researcher, Devon Fernandes, fern1230@mylaurier.ca. This project has been reviewed and approved by the Wilfrid Laurier University Research Ethics Board (REB #), which is supported by the Research Support Fund. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Dr. Robert Basso, Research Ethics Board Chair, Wilfrid Laurier University, 519-884-0710, ext. 4994 or rbasso@wlu.ca.

Thank you very much for participating!

Appendix G

Online Survey Questions

Policy-capturing

We would like you to rate your overall interest in 18 different jobs. Your evaluation of each job will be based on four indicators:

- Wellness Programs – measure whether the organization promotes activities that support healthy behaviors
- Flexible work hours – measure whether the organization accommodates different individual lifestyles
- Organizational culture – measure whether the organization's culture contributes to a positive social environment
- Green building – measure whether the organization is located in an office building that reduces emissions, resource use, and waste in addition to the improvement of occupant comfort and health.

Below you are provided with 18 job profiles. Each profile includes examples of each job's characteristics and ratings for each area. The ratings correspond to the average ratings from hundreds of job seekers on glassdoor.com (a website where employees can review their employers). As a result, the final ratings should be taken as more meaningful than the specific examples noted for each job. Here is an example of the types of scenarios you'll be asked to rate:

- The organization provides a complimentary on-site fitness center
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization promotes a strong team spirit and supportive culture
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building	How interested are you in this job?
High	High	High	Low	-5…0…+5

Using your own judgement, please assign each job an overall rating (from -5 to +5) based on your how interested you are in that job. Don't be too concerned about making the "perfect" choice, just try your best.

Using your own judgement, please assign each job an overall rating.

Questions will randomized for this section
1.

- The organization provides a complimentary on-site fitness center
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization promotes a strong team spirit and supportive culture
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	High	High	High

2.

- The organization provides a complimentary on-site yoga classes
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization does not have a strong team spirit
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	High	Low	High

3.

- The organization provides a complimentary on-site fitness center
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization promotes a strong team spirit and supportive culture
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	Low	High	High

4.

- The organization provides a complimentary on-site fitness center

- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization does not have a strong team spirit
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	Low	Low	High

5.

- The organization does not provide any Wellness Programs
- The organization encourages employees to telecommute when needed
- The organization promotes a strong team spirit and supportive culture
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	High	High	High

6.

- The organization does not provide any Wellness Programs
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization does not have a strong team spirit
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	High	Low	High

7.

- The organization does not provide any Wellness Programs
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization promotes a supportive and open culture
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	Low	High	High

8.

- The organization does not provide any Wellness Programs
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization does not have a strong team spirit
- The organization is located is in a green building that improves its surrounding environment and the health of its occupants

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	Low	Low	High

9.

- The organization provides a complimentary on-site massage therapist
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization promotes a strong team spirit and supportive culture
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	High	High	Low

10.

- The organization provides a complimentary on-site fitness center
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization does not have a strong team spirit
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	High	Low	Low

11.

- The organization provides a complimentary on-site fitness center
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization promotes a strong team spirit and supportive culture
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	Low	High	Low

12.

- The organization provides a complimentary on-site fitness center
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization does not have a strong team spirit
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
High	Low	Low	Low

13.

- The organization does not provide any Wellness Programs
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles
- The organization promotes a strong team spirit and supportive culture
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	High	High	Low

14.

- The organization does not provide any Wellness Programs
- The organization encourages employees to adopt a flexible work schedule that suit their lifestyles

- The organization does not have a strong team spirit
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	High	Low	Low

15.

- The organization does not provide any Wellness Programs
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization promotes a strong team spirit and supportive culture
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	Low	High	Low

16.

- The organization does not provide any Wellness Programs
- The organization requires employees to work consistent hours from 9am – 5pm on weekdays
- The organization does not have a strong team spirit
- The company is located in a typical office building with average energy use and environmental impact

Wellness Programs	Flexible Work Hours	Organizational culture	Green building
Low	Low	Low	Low

Ranking job seeking factors

Assuming all other factors (including, but not limited to pay and career development opportunities), rank the following factors when looking for a job to apply for, from most important (1) to least important (6)

- Culture of employer
- Perks of organization (such as a fitness center)
- Organization's corporate social responsibility efforts
- Workplace located in a green building
- Organization is innovative

- Organization is environmentally sustainable

Preferences regarding your future workplace
Rate the importance of having each element below in your workplace's <u>physical environment</u> using a 5 point scale (1 = Not important at all; 5 = Very important)

Natural light
Collaborative spaces
Speech privacy
Cool furniture
Overall comfort
Solar panels
Games rooms
Fitness Center
Ventilation and air quality
Workplace that supports employee productivity
Workplace that supports positive health

Environmentally sustainable organizations are organizations that have practices that benefit the environment (such as recycling, environmental restoration, and resource conservation) that go beyond those that companies are legally obliged to carry out.

Likeliness to Pursue Green Organizations (standardized scale)
Please indicate your level of agreement with the following statements using a 5 point scale (1 = Strongly Disagree; 5 = Strongly Agree)

1. I would be more likely to attempt to gain an interview with an environmentally sustainable company.
2. If a company advertised environmental sustainability, I would be more likely to request additional employment information.
3. I would be more likely to want a company to recruit in my community if they had environmental sustainability policies and practices.
4. Environmental sustainability would determine how likely I would be to recommend the company to friends.

Green buildings are buildings created with the intention of reducing emissions, resource use, and waste in addition to the improvement of occupant comfort and health. Leadership in Energy and Environmental Design® (LEED) is an international mark for green buildings.

Other questions
Rate each element using a 5 point scale (1 = Not at all; 5 = Very Much)

1. Working in a green building would make me to feel like I'm having a positive impact on the environment.
2. Working in a green building is a valuable perk when working at a company.
3. I think older job seekers are more attracted to working in environmentally sustainable organizations than young job seekers.
4. I think older job seekers are more attracted to working in a green building than young job seekers.
5. A high paid job is more attractive than a job that aligns with my values.

Demographics

Age:

Gender:

Degree Program (if in school):

What province do you live in?:

Do you have any experience working in an environmentally sustainable organization? Y/N

Do you have any experience working or studying in a green building? Y/N

Which of the following statements best describes your relation to environmental sustainability?

- o Consideration of sustainability plays an important role in my day-to-day decision making (e.g., what and where to shop, how to get to work, what news I read about)
- o I consider sustainability to be a relevant issue, but it currently plays only a moderate role in my day-to-day decision making
- o I seldom consider sustainability in my day-to-day decision making
- o I do not consider sustainability at all in my day-to-day decision making

References

Aguinis, H., & Bradley, K. J. (2014). Best practice recommendations for designing and implementing experimental vignette methodology studies. *Organizational Research Methods*, *17*(4), 351-371.

Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management*, *2*(1). doi: 10.1080/23311975.2015.1030817

Arnett, J. J. (2006). Emerging Adulthood: Understanding the New Way of Coming of Age. In J. J. Arnett & J. L. Tanner (Eds.), *Emerging adults in America: Coming of age in the 21st century* (pp. 3-19). Washington, DC, US: American Psychological Association. doi: 10.1037/11381-001

Augustin, S. (2009). *Place advantage: Applied psychology for interior architecture*. New Jersey: John Wiley & Sons.

Banks, G. C., Kepes, S., Joshi, M., & Seers, A. (2016). Social identity and applicant attraction: Exploring the role of multiple levels of self. *Journal of Organizational Behavior*, *37*(3), 326–345. doi: 10.1002/job.2043

Barnes, L. L. (2012). Green buildings as sustainability education tools. *Library Hi Tech, 30*(3), 397–407. https://doi.org/10.1108/07378831211266546

Blau, G. (1993). Further exploring the relationship between job search and voluntary individual behavior. *Personnel Psychology*, *46*(2), 313–330.

Bonds, M. (2006). The continuing significance of race: A case study of the impact of welfare reform. *Journal of African American Studies*, *9*(4), 18–31. doi: 10.1007/s12111-006-1016-1

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77-101. doi: 10.1191/1478088706qp063oa

Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, *26*(3), 405–434. doi: 10.1177/014920630002600303

Brown, Z., Cole, R. J., Robinson, J., & Dowlatabadi, H. (2010). Evaluating user experience in green buildings in relation to workplace culture and context. *Facilities*, *28*(3/4), 225–238. doi: 10.1108/02632771011023168

Cable, D. M., & Graham, M. E. (2000). The determinants of job seekers' reputation perceptions. *Journal of Organizational Behavior*, *21*(8), 929–947. Retrieved from http://www.jstor.org/stable/3100362/

Cable, D. M., & Judge, T. A. (1994). Pay preference and job search decisions: A person-organization fit perspective. *Personnel Psychology*, *47*(2), 317–348. doi: 10.1111/j.1744-6570.1994.tb01727.x

Cable, D. M., Yang, K., & Yu, T. (2006). Managing job seekers' organizational image beliefs: The role of media richness and media credibility. *Journal of Applied Psychology*, *94*(4), 828–840. doi: 10.1037/0021-9010.91.4.828

Carrico, A.R. & Riemer, M. (2011). Motivating energy conservation in the workplace: An evaluation of the use of group-level feedback and peer education. *Journal of Environmental Psychology, 31*(1), 1-13. doi: 10.1016/j.jenvp.2010.11.004

Carroll, J. S., Bazerman, M. H., & Maury, R. (1988). Negotiator cognitions: A descriptive approach to negotiators' understanding of their opponents. *Organizational Behavior and Human Decision Processes*, *41*(3), 352-370. doi: 10.1016/0749-5978(88)90034-9

Cassio, J., & Rush, A. (2009). *Green careers: Choosing work for a sustainable future*. Gabriola Island, BC: New Society Publishers.

Castro-Lacouture, D., Sefair, J. A., Flórez, L., & Medaglia, A. L. (2009). Optimization model for the selection of materials using a LEED-based green building rating system in Colombia. *Building and Environment*, *44*(6), 1162-1170.

Catano, V. M., & Hines, H. M. (2016). The influence of corporate social responsibility, psychologically healthy workplaces, and individual values in attracting millennial job applicants. *Canadian Journal of Behavioural Science, 48*(2), 142–154. doi: 10.1037/cbs0000036

Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology*, *90*(5), 928–944. doi: 10.1037/0021-9010.90.5.928

Clardy, A. (2012). Organizational reputation: Issues in conceptualization and measurement. *Corporate Reputation Review*, *15*(4), 285–303. doi: 10.1057/crr.2012.17

Connelly, B. L., Certo, S. T., Ireland, R. D., & Reutzel, C. R. (2011). Signaling theory: A review and assessment. *Journal of Management*, *37*(1), 39–67. doi: 10.1177/0149206310388419

Cooksey, R. W. (1996). Judgment analysis: Theory, methods, and applications. San Diego, CA: Academic Press.

Corbin, J. M., & Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative sociology*, *13*(1), 3-21

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA: Sage publications.

Davies, G., Chun, R., da Silva, V. R., & Roper, S. (2001). The personification metaphor as a measurement approach for corporate reputation. *Corporate Reputation Review*, *4*(2), 113–127. doi: 10.1057/palgrave.crr.1540137

Denzin, N.K., & Lincoln, Y.S. (2005). Paradigms and perspectives in contention. In Denzin, N.K., & Lincoln, Y.S. (Eds), *The Sage handbook of qualitative research (pp. 183-215).* Thousand Oaks, CA: Sage.

Dixon, T., Ennis-Reynolds, G., Roberts, C., & Sims, S. (2009). Is there a demand for sustainable offices? An analysis of UK business occupier moves (2006–2008). *Journal of Property Research*, *26*(1), 61–85. doi: 10.1080/09599910903290052

Dolgon, C. (2002). In search of "Cognitive Consonance": Humanist sociology and service learning. *Humanity & Society, 26*(2), 129-150.

Dunnette, M. D., & Hough, L. M. (1991). *Handbook of industrial and organizational psychology, Vol. 2* (2nd ed.). Palo Alto, CA: Consulting Psychologists Press.

Earle, H. A. (2003). Building a workplace of choice: Using the work environment to attract and retain top talent. *Journal of Facilities Management*, *2*(3), 244–257. doi: 10.1108/14725960410808230

Easton, B. (2012). Career reality check. *Library Journal, 137*(1), 49.

Fisher, C. D., Ilgen, D. R., & Hoyer, W. D. (1979). Source credibility, information favorability, and job offer acceptance. *Academy of Management Journal*, *22*(1), 94-103. Retrieved from http://aom.org/amj/

Frith, R., & Price, B. (2014). Sanwell Office Building by Braham Architects. *Architecture and Design*. Retrieved from https://www.architectureanddesign.com.

Galarneau, D., Morissette, R, & Usalcas, J. (2013). What has changed for young people in Canada?" Insights on Canadian Society. (75-006-X.) *Statistics Canada*

Goldberg, C. B. (2003). Applicant reactions to the employment interview: A look at demographic similarity and social identity theory. *Journal of Business Research, 56*(8), 561-571

Gou, Z., Lau, S. S. Y., & Chen, F. (2012). Subjective and objective evaluation of the thermal environment in a three-star green office building in China. *Indoor and Built Environment*, *21*(3), 412-422. doi: 10.1177/1420326X11419311

Gray, D. E. (2004). Doing Research in the Real World. London: SAGE Publications.

Gray, E. R., & Balmer, J. M. T. (1998). Managing Corporate Image and Corporate Reputation. *Long Range Planning*, *31*(5), 695–702. Retrieved from https://www.journals.elsevier.com/long-range-planning

Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, *39*(3), 254–280. Retrieved from http://onlinelibrary.wiley.com/

Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Öhman, M. C., Shyamsundar, P., ... & Noble, I. (2013). Policy: Sustainable development goals for people and planet. *Nature*, *495*(7441), 305-307. doi:10.1038/495305a

Guerci, M., Montanari, F., Scapolan, A., & Epifanio, A. (2016). Green and nongreen recruitment practices for attracting job applicants: Exploring independent and interactive effects. *The International Journal of Human Resource Management*, *27*(2), 129–150. doi: 10.1080/09585192.2015.1062040

Heerwagen, J. (2000). Green buildings, organizational success and occupant productivity. *Building Research & Information*, *28*(5/6), 353–367. doi: 10.1080/096132100418500

Highhouse, S., Thornbury, E. E., & Little, I. S. (2007). Social-identity functions of attraction to organizations. *Organizational Behavior and Human Decision Processes*, *103*(1), 134–146. doi: 10.1016/j.obhdp.2006.01.001

Hill, K. S. (2004). Defy the decades with multigenerational teams. *Nursing Management, 35*(1), 32-35.

Hills, R., & Levy, D. (2014). Workspace design and fit-out: what knowledge workers value. Property Management, 32(5), 415-432.

Hoye, G. Van, & Lievens, F. (2009). Tapping the grapevine: A closer look at word-of-mouth as a recruitment source. *Journal of Applied Psychology*, *94*(2), 321–352. doi: 10.1037/a0014066

Jackson, K. T. (2004) *Building reputational capital, strategies for integrity and fair play that improve the bottom line*. New York, NY: Oxford University Press.

Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, *57*(2), 383–404. doi: 10.5465/amj.2011.0848

Judge, T. A., & Bretz, R. D. (1992). Effects of work values on job choice decisions. *Journal of Applied Psychology*, *77*(3), 261–271. doi: 10.1037/0021-9010.77.3.261

Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: developing a framework for a qualitative semi-structured interview guide. *Journal of Advanced Nursing*, *72*(12), 2954-2965.

Karren, R. J., & Barringer, M. W. (2002). A review and analysis of the policy-capturing

methodology in organizational research: Guidelines for research and practice.

Organizational Research Methods, 5(4)*,* 337-361. doi: 10.1177/109442802237115

Levin, A. C. (2005). Changing the role of workplace design within the business organisation: A

model for linking workplace design solutions to business strategies. *Journal of Facilities

Management*, *3*(4), 299-311. doi: 10.1108/14725960510630489

Liu, Y. L., Liu, Y. L., Keeling, K. A., Keeling, K. A., Papamichail, K. N., & Papamichail, K. N.

(2016). An exploratory study of jobseekers' decision-making styles, recruitment

information sources and organisational attractiveness. *Personnel Review*, *45*(6), 1403-

1427. doi: 10.1108/PR-11-2014-0250

Martens, Y. (2011). Creative workplace: Instrumental and symbolic support for creativity.

Facilities, *29*(1), 63–79. doi: 10.1108/02632771111101331

Mcglone, T., Spain, J. W., & Mcglone, V. (2011). Corporate social responsibility and the

millennials. *Journal of Education for Business*, *86*, 195–200. doi:

10.1080/08832323.2010.502912

Mellor, S., Paley, M. J., & Holzworth, R. J. (1999). Fans' judgments about the 1994-95 major

league baseball players' strike. *Multivariate Behavioral Research*, *34*(1), 59-87.

Menassa, C., Mangasarian, S., El Asmar, M., & Kirar, C. (2011). Energy consumption

evaluation of US Navy LEED-certified buildings. *Journal of Performance of Constructed

Facilities*, *26*(1), 46-53. doi: 10.1061/(ASCE)CF.1943-5509.0000218

Morrison, E. W., & Vancouver, J. B. (2000). Within-person analysis of information seeking: The

effects of perceived costs and benefits. *Journal of Management*, *26*(1), 119-137.

Newsham, G. R., Birt, B. J., Arsenault, C., Thompson, A. J., Veitch, J. A., Mancini, S., ... & Burns, G. J. (2013). Do 'green' buildings have better indoor environments? New evidence. *Building Research & Information*, *41*(4), 415-434. doi: 10.1080/09613218.2013.789951

Office Snapshots (n.d.). Best office images [Pinterest post]. Retrieved from https://au.pinterest.com.

Office Snapshots (n.d.). Eventbrite – San Francisco Headquarters [blog]. Retrieved from https://officesnapshots.com

Osborn, D. P. (1990). A reexamination of the organizational choice process. *Journal of Vocational Behavior*, *36*, 45–60. Retrieved from https://www.journals.elsevier.com/journal-of-vocational-behavior/

Oseland, N. (2009). The impact of psychological needs on office design. *Journal of Corporate Real Estate*, *11*(4), 244-254.

Padgett, D. K. (2012). *Qualitative and mixed methods in public health*. Los Angeles, CA: Sage.

Patton, M. Q. (2002). Qualitative interviewing. *Qualitative research and evaluation methods*, *3*, 344-347.

Paumgartten, P. von. (2003). The business case for high-performance green buildings: Sustainability and its financial impact. *Journal of Facilities Management*, *2*(1), 26–34. doi: 10.1108/14725960410808096

Power, D. J., & Aldag, R. J. (1985). Soelberg's job search and choice model: A clarification, review, and critique. *The Academy of Management Review*, *10*(1), 48. doi: 10.2307/258211

Rashid, M., Spreckelmeyer, K., & Angrisano, N. J. (2012). Green buildings, environmental awareness, and organizational image. *Journal of Corporate Real Estate*, *14*(1), 21–49. doi: 10.1108/14630011211231428

Raudenbush, S. W., & Bryk, A. S. (2002). *Hierarchical linear models: Applications and data analysis methods*. Thousand Oaks, CA: Sage.

Rehm, M., & Ade, R. (2017). Construction costs comparison between "green" and conventional office buildings. *Building Research & Information*, *41*(2), 1466–4321. doi: 10.1080/09613218.2013.769145

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, *15*(1), 1–14. doi: 10.1111/j.1468-2370.2011.00328.x

Riemer, M., Lynes, J., & Hickman, G. (2014). A model for developing and assessing youth-based environmental engagement programmes. *Environmental Education Research*, *20*, 552–574. doi: 10.1080/13504622.2013.812721

Ries, R., Bilec, M. M., Gokhan, N. M., & Needy, K. L. (2006). The Economic Benefits of Green Buildings: A Comprehensive Case Study. *The Engineering Economist*, 20, 259–295. doi: 10.1080/00137910600865469

Rothe, P., Lindholm, A. L., Hyvönen, A., & Nenonen, S. (2012). Work environment preferences–does age make a difference?. *Facilities, 30(1/2)*, 78-95.

Sichali, M., & Banda, L. J. (2017). Awareness, attitudes and perception of green building practices and principles in the Zambian construction industry. *International Journal of Construction Engineering and Management, 6*(5), 215-220.

Singh, A., Syal, M., Grady, S. C., & Korkmaz, S. (2010). Effects of green buildings on employee health and productivity. *American Journal of Public Health*, *100*(9), 1665-1668. doi: 10.2105/AJPH.2009.180687

Smart, B. (2005). *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People*. Penguin Group, New York

Soelberg, P. O. (1967). *A Study of Decision-Making: Job choice*. (Unpublished doctoral dissertation). Alfred P. Sloan School of Management, Massachusetts.

Statistics Canada. (2017). *Population by year, by province and territory*. (Catalogue number *051-0001.).* CANSIM. Last updated September 27, 2017.
http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm

Statistics Canada. (2017). *Population by year, by province and territory*. (Catalogue number *051-0001.).* CANSIM. Last updated September 27, 2017.
http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo02a-eng.htm

Szamosi, L. T. (2006). Just what are tomorrow's SME employees looking for? *Education & Training*, *48*(8), 654–665. doi: 10.1108/00400910610710074

Thatcher, A., & Milner, K. (2014). Changes in productivity, psychological wellbeing and physical wellbeing from working in a 'green' building. *Work*, *49*(3), 381-393. doi: 10.3233/WOR-141876

Thatcher, A., & Milner, K. (2016). Is a green building really better for building occupants? A longitudinal evaluation. *Building and Environment*, *108*, 194-206. doi: /10.1016/j.buildenv.2016.08.036

Tomlinson, M. (2012). Graduate employability: A review of conceptual and empirical themes. *Higher Education Policy*, *25*(4), 407–431. doi: 10.1057/hep.2011.26

Turban, D. B., & Cable, D. M. (2003). Firm reputation and applicant pool characteristics. *Journal of Organizational Behavior*, *24*(6), 733–751. doi: 10.1002/job.215

UNEP. (2012). *Building design and construction: Forging resource efficiency and sustainable development.*

Villa Istana (n.d.). World Class Fitness Facility [blog]. Retrieved from http://villaistana.com

Vroom, V. H. (1966). Organizational choice: A study of pre-and postdecision processes. *Organizational Behavior and Human Performance*, *1*(2), 212–225. Retrieved from www.sciencedirect.com/science/

Wheeler, D. R. (2015). Brave new world: The workplace you want. *CNN.* Retrieved from https://www.cnn.com/2015/03/18/opinions/wheeler-silicon-valley-jobs/index.html

Zuo, J., & Zhao, Z.-Y. (2014). Green building research–current status and future agenda: A review. *Renewable and Sustainable Energy Reviews*, *30*, 271–281. doi: 10.1016/j.rser.2013.10.021