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The influence of green marketing functions in building corporate image: evidences from hospitality industry in a developing nation

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Introduction

The development of human civilization is accompanied with various environmental issues which in turn affects the human beings in many ways. The ever increasing ecological imbalance has become a major concern as the whole world is facing challenge to accelerate economic growth with a less detrimental impact on natural resources as well as the environment. Many of the environmental problems are deeply rooted in the human behavior and it can be managed by changing/ modifying the relevant behavior in order to lessen its impact on the environment (Steg and Vlek, 2009).

The issues related to the environment and the term ‘green marketing’ are presently one of the most discussed topics in the area of academic research (Hartmann et al., 2005; Ottman, 1994; Peattie, 1995). The term green marketing refers to the ‘holistic management process responsible for identifying, anticipating and satisfying the needs of customers and society, in a profitable and sustainable way’ (do Paco et al., 2009). The majority of firms all around the globe are including environmental concern as a part of their corporate strategy due to the government regulations as well as taking other forces in account (Schot and Fischer, 1993). The consumers have become more responsible towards the environment and are

opting for eco-friendly purchases and considering socially responsible purchase behavior as more apt (Haanpää, 2007). Numerous industries across various sectors, are facing increasing pressure to be more eco-friendly and the hotel industry is no exception, as it is a significant consumer of energy, water and other non-durable products (Manaktola and Jauhari, 2007; Shiming and Burnett, 2002).

With environmental issues becoming a significant issue of concern for the society, many of the hotels around the world have implemented a variety of green activities in their daily operations (Aragon-Correa, 2015; Chan, 2013) and have eventually benefitted due to this. A number of researchers have addressed various issues related to benefits of implementing green marketing practices in hospitality sector. Implementing and communicating (Pérez and del Bosque, 2012) the green practices helps the hospitality sector in various ways such as: positive impact on the corporate image (Ko et al., 2013) and thus consumer's intention to visit hotels (Chen and Tung, 2014; Chou et al., 2012; Gao and Mattila, 2014; Han et al., 2010; Han and Kim, 2010; Kim et al., 2013), enhances the profits of hotels (Chan and Wong, 2006; Manaktola and Jauhari, 2007), aids in increased operational efficiency (Tzschentke et al., 2004) and provides a competitive advantage and acts as a differentiator (Claver-Cortes et al., 2007; Pereira-Moliner et al., 2015) etc.

Although green marketing/eco-friendly initiatives are gaining popularity as a strategic initiative in hospitality sector, there is a dearth of studies that have explored the effect of green marketing on the corporate image. Corporate image is crucial for firm success as it provides competitive advantage and differentiation leading to success (Yeo and Youssef, 2010), it helps augment sales, attract new investors and employees, and improve customer loyalty (Pina et al., 2006). As corporate image can only be formed over a long time, it is difficult to imitate (Virvilaite and Daubaraitė, 2011), thus it provides competitive and

sustainable advantage to the firm. Therefore it is important to understand the impact of green marketing on corporate image of the hotels.

According to Burchell and Cook (2006) consumer identifies the communication of CSR activities (such as eco-friendly practices) as a key factor which increases the image of the company. Apart from communication, implementation of green/eco-friendly activities and an improvement in green image of the organization also have a positive impact on the overall image of the organization (Lynes and Dredge, 2012). In spite of the importance of green marketing, researchers and managers know relatively less about how the green/eco-friendly activities, corporate communication of green practices and green image elicits corporate image, which in turn, affect behavioral intention. To the best of the knowledge of the researchers, none of the previous studies have examined the linkage between the components of green marketing and corporate image. Consequently, the present research endeavor aims to bridge these gaps by examining relations that explicitly accounts for the effects of green/eco-friendly practices, corporate communication of green practices, green image on corporate image and behavioral intention.

A perspective of green marketing in Indian hospitality industry

The Indian economy is one of the fastest growing economies of Asia, and the hospitality industry in India has emerged as the key driver for the growth of service sector. But apart from being a key contributor to the economy, the hospitality sector is also known as the largest resource (energy, water, material and food) consuming industry and generating disproportionate amount of waste (Karthik, 2002). Approximately 1600 Liters of water is consumed in an average five star hotel room in India (Singh, 2005). But many of the Indian hotels are conforming to the standards of their global counterparts and to be socially and environmentally responsible, they have started patronizing green practices in their day to day

operations. Several green/eco-friendly practices such as waste management, energy conservation and eco-sensitivity have been initiated by the hotels to minimize the negative impact of their business on the environment (Tata.com, 2010).

Manaktola and Jauhari (2007) have found that consumers in India using hospitality services are concerned about the eco-friendly practices and are showing preferences towards the hotels using green practices. Earlier it was argued by Foster et al. (2000) that the consumer's demand is one of the main reasons for maintaining the environmental performance (going green) in the hospitality industry. Considering the demand of consumers, the hospitality industry in India has started focusing on green marketing/eco-friendly initiatives as reduce, recycle and reuse has become a new trend (Kumar, 2008; Mirza, 2012). While the sustainability movement is more popular in the developed nations, the research is needed to establish the level of understanding and perception towards pro-environmental concept in the developing nations, as the majority of planet population belongs to developing or under-developed nation (Scott and Vigar-Ellis, 2014). The issues related to green marketing and green businesses has been mainly studied in Western context and the concept is less studied with respect to developing Asian countries (Ko et al., 2013). Therefore the study focuses on hospitality sector in India (a developing Asian nation). The present study will provide a better understanding of how green/eco-friendly initiatives in hospitality industry in India impact their corporate image which in turn influences behavioral intention of the consumer (to visit/revisit).

Literature Review and Hypothesis Development

Corporate image:

Kotler (1997) identified that image is an individual thought, belief and impression about a particular object and individuals react with that object in accordance to the image they have in their mind. Corporate image is defined as the aggregation of various factors which reflect and communicate the organizational identity (Karaosmanoglu and Melewar, 2006; Moon, 2007). It is a personal evaluation (comprised of set of beliefs, emotion and feelings) a person has about the organization' (Dowling, 2001). The term 'corporate image' is often used interchangeably with the 'corporate reputation' as all the aspects of business which is perceived by the customers (Kang and Yang, 2010; Keh and Xie, 2009). Researchers have demonstrated that, through the development of favorable image, a company can develop a positive attitude towards its product and services (Brown and Dacin, 1997). It is also considered as a strategic resource for the organization (Balmer, 2012). According to Fatt et al. (2000) corporate image is affected significantly when an organization carries out its business ethically and adheres to moral responsibility.

Green / Eco-friendly activities and Corporate Image:

The green/eco-friendly activities can be identified as the effective tool to underpin the corporate image as these activities portray the positive image of the firm and show the organization efforts towards society (Ko et al., 2013). The organizations' environmental performance and its record are considered as one of the most important corporate social responsibility constructs (CSR) (Klien and Dawar, 2004). Further Carrington et al. (2010) also stated that environmental performance of organizations is considered within the broader category of CSR. Eco-friendly activities of the organizations show their concern for environment and considered as the important effort by organizations towards CSR and adequately managed CSR activities help in contributing a better image of the firms and its market positioning (Fraj-Andrés et al., 2012). The organizations which invest their efforts

related to the environmental issues are able to represent a better image (Chen, 2008) as the organization's concern for the well-being of society is seen favorably in comparison to the organizations which don't indulge in such activities (Flavian et al., 2005; Lindgreen and Swaen, 2010; Ward and Lewandowska, 2008). The organizations nowadays are striving for CSR activities in order to improve their corporate image (Virvilaite and Daubaraitė, 2011) as meeting social responsibility helps to improve their corporate image (Chang, 2009). Mendleson and Polonsky (1995) pointed out that involvement of business organization in environmental causes is of great assistance to an organization in building its corporate image. According to Porter and Van der Linde (1995) organizations which input their efforts in environmental management, can not only avoid the protests or punishment about environmental protection, but it also helps them to improve their corporate image. In addition, Chen et al. (2006) also suggested that organizations can improve their corporate image as well as productivity through green innovation i.e. through investing in eco-friendly activities. In context of eco-friendly issues, it was identified that the activities which are related to the CSR strongly influence the consumer's ascription of corporate image (Berens et al., 2005; Ellen et al., 2006). On the basis of above discussion, hypothesis 1 is proposed:

H1: Green/Eco-friendly activities positively influence the corporate image of the firm.

Corporate communication of green efforts and Corporate Image:

Importance of communicating CSR issues, have gained significance within corporate communication, which is defined as 'corporate communication offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups on which the organization is dependent' (Cornelissen, 2014). It is a means through which all forms of communication are used efficiently and effectively to create a favorable basis for making

relationship with the stakeholders of the company (Van Riel, 1992). Javalagiet al. (1994) pointed out that communication is one of the best means that help companies to make their image and maintain it, as the consumers use various sources of information to form an image about the company.

Extant research suggests that consumers identify the communication of CSR activities, which as a key factor enhances the corporate image (Burchell and Cook 2006; Morsing and Schultz, 2006; Pérez and del Bosque, 2012). Information about various social activities such as eco-friendly initiatives helps consumer to learn about the value system of the organization (Sen and Bhattacharya, 2001; Lee et al., 2009) which further creates a positive perception about that organization. Davis (1994) stated that organizations have started considering the importance of environmental/green image and have attempted to improve the green image by communicating it by the means of advertising. Further, Pickett et al. (1995) pointed that eco-friendly products and services will not be successful at the commercial level until their green attributes are effectively communicated. Most of the companies communicate green advertisements among consumers to build an environmentally responsible corporate image (Iyer et al., 1993). Hence, communicating the green initiatives can be an effective way to create a favorable corporate image. The above discussion leads to the formulation of Hypothesis 2.

H2: Communication about green/ eco-friendly initiatives positively influence the corporate image.

Green image and Corporate image

Perception about a particular company is influenced by a number of factors, environmental or green image is one of the important ones (Mayer et al., 2012). According to Chen (2010) it is 'a set of perceptions of brand in consumer's mind that is linked to environmental

commitment and environmental concerns'. Various firms involve themselves in eco-friendly activities and affiliate to environmental organizations to develop a green image (Munshi and Kurian, 2005). It has also been observed that the environmental certification by third party can improve the overall image of the hotels (Chan, 2009; Geerts, 2014). Mayer et al. (2012) opine that the perception of environmental commitment made by the organizations plays an important role in creating green image. It also helps in significant growth of an organization. For e.g. Corrigan (1996) and Lynes and Dredge (2012) found that improvement in green image of an organization have had a positive impact on the overall image of the organization. So, on the basis of above discussion it can be concluded that development of green image of the firms helps in improving the overall corporate image.

H3: Green image of the organization positively influences its corporate image.

Corporate image and Behavioral intention (Intention to Visit)

Behavioral intention is define as the individuals' likelihood to engage in a particular behavior. Owing to the high predictive power of behavioral intentions on actual behavior, behavioral intention is widely studied in consumer behavior and marketing. When the behavioral intentions are favorable, the probability is high that a customer will revisit the hotel and spread positive word of mouth. In long run, both of these intentions consequently, will contribute to the hotel profitability (Jani and Han, 2013).

In the past, a number of studies have shown the significant positive relationship between corporate image and purchase intention/purchase behaviors (Kang and Yang, 2010; Ko et al., 2013; Flavian, 2005; Lee et al., 2010). Herbig and Milewicz (1995) pointed out that corporate image plays an important role in influencing the purchase behavior of the consumers. Also, consumers judge the products of a company with positive reputation more favorably (Walsh et al., 2009). Lee et al.,(2010) in their study noted that corporate image is

an important consideration in tourism and hospitality research. Existing empirical researches suggest that the corporate image of a hotel contributes to a more favourable behavioral intention (i.e. revisit intention) (Han and Kim, 2010; Han et al., 2009; Lee et al., 2010). Similarly, Ko et al., (2013) found that corporate image of the firm strongly influences the purchase intention of the products and services of particular firm in a positive way. In case of environmentally friendly activities, Drumwright (1994) stated that reputation of a firm related to environmental protection positively influences the consumer decision towards buying products/services of a company. Thus from above we can posit that corporate image has a positive influence on behavioral intention and play a positive role in consumer intention to visit/revisit the hotel.

H4: Corporate image positively influences consumers' intention to visit/revisit hotels.

On the basis of above discussion, a framework is proposed, see Figure 1.

Insert [Figure 1] here

Methodology

Measures

The questionnaire was designed adopting items from extant literature. All items were measured on five points Likert's type rating scale, where (1) represents 'strongly disagree' and (5) represents 'strongly agree'. The items of the questionnaire are mentioned in Table 1.

Insert [Table 1] here

Data Collection

Initially, a pilot study was conducted to validate the questionnaire, taking the sample of 20 respondents (hotel managers and researchers). On the basis of their recommendations further refinements were made in the questionnaire to make it more understandable from consumer's perspective. The sampling technique adopted in this study is snowball sampling. When population listings are unavailable, snowball sampling can be very useful. Snowball involves using some members of the group of interest to identify other members. With snowball sampling, the disadvantage of not being able to generalize (Hair et al., 2007) can be more than compensated for by the capacity to provide an understanding of a subject that had hitherto been concealed by a veil of ignorance (Alder and Clark, 2006).

The sampling frame for the present research was taken from the Facebook's friends list of one of the researchers. At initial, first 45 respondents were selected from the 450 friends in Facebook's list. Further, using the snowball/referral sampling approach, these initial 45 respondents were requested to pass the questionnaire to 10 of their Facebook's friends. Recent researchers (such as Baltar and Brunet, 2012; Kang et al., 2015; Scott and Vigar-Eliis, 2014) have used facebook as an effective method of data collection. These researches opine that Facebook provides a higher response rate than traditional snowball sampling owing to the personal connection between the researcher and the respondents of the sample. Using social network sites such as Facebook as sampling frame provides a good sample size with good geographical scope, which may improve the representativeness (Baltar and Brunet, 2012). The Facebook was chosen due to its increasing relevance over time as a communication tool (Scott and Vigar-Eliis, 2014) as people are spending significant amount of time on Facebook which influences their consumption behavioral pattern (Nielson, 2009). Snowball sampling is a non-probabilistic sampling technique having advantage of getting responses from large number of relevant respondents (Baltar and Brunet, 2012).

At the end 220 usable responses were collected. Kline (2011) suggested for at least 10 cases per items. So, a minimum sample size of 200 was required as 20 items that constitute the questionnaire of the study. The final sample of 220 considered in the study satisfied this priori condition. The study selected a hotel chain spread across India, which is part of an internationally renowned business group of India. The hotel chain is among the few Indian hotel chains that are focusing on green practices in their day to day business activities.

Profile of the respondents

The descriptive information of the sample considered in the present study is outlined in Table 2.

Insert [Table 2] here

Data Analysis

The data was analyzed using SPSS (Statistical Package for Social Science) and AMOS (Analysis of Moment Structure) version 21. The two structure model of SEM (Structural Equation Modeling) i.e. measurement model and structural model was used. Before applying SEM the data were screened for outliers and normality. The outliers were identified using the value of Cook's distance. Steven (1992) suggested that responses showing Cook's distance value higher than 1 should be eliminated. No outliers were identified. Normality was confirmed using skewness and kurtosis index. As the value of skewness and kurtosis index were below 3 and 10 respectively, which suggest the deviation of data from normality was not severe (Kline, 2011). The fulfillment of assumption paves way for path analysis.

Measurement Model: Reliability and Validity

The measurement model provides the quantitative measures regarding the reliability and validity of constructs. The value of Cronbach's α lies in range of .800 to .895, which surpasses the minimum acceptable limit (0.7) to measure internal consistency (reliability) in exploratory studies (Hair et al., 1998). For assessing convergent validity, composite reliability, factor loadings and Average Variance Extracted (AVE) were measured. All values of composite reliability surpass the minimum threshold of 0.60 (Bagozzi and Yi, 1988). The minimum acceptable limit in both the cases i.e. factor loading and AVE is 0.6 and 0.5 respectively, result shows that the value is acceptable in both cases, CFA (ranges from .60 to .95) whereas AVE (range from .52 to .72). The reliability and convergent validity are outlined in Table 3.

Insert [Table 3] here

At the end, discriminant validity among the constructs was validated, as the correlation of each construct was less than square root of AVE (Compeau et al., 1999). Table 4 outlines the discriminant validity among the constructs of the study.

Insert [Table 4] here

Structural model: Goodness of fit statistics and Hypothesis Testing

Further, the proposed framework was investigated using structural model to show the relationship among the constructs namely; green/eco-friendly activities, corporate communication, green image, corporate image and intention to visit.

The value of goodness of fit statistics represents good data fit ($\chi^2= 214.862$, $\chi^2/df= 1.482$, GFI=0.910, AGFI=0.883, TLI=0.963, 0.969, IFI=0.969, RMSEA= 0.046) as the

values lies between the acceptable range for model fit. The proposed model in the study present acceptable model fit. The value of goodness of fit indices and their acceptability limit is mentioned in Table 5.

Insert [Table 5] here

In context of hypothesis testing, the findings of the study indicated that green activities undertaken by the hotels positively influenced the corporate image of the hotels ($\beta = .393$, $t = 4.989$, $p < 0.001$) which supported the hypothesis H1. However, hypothesis H2 was not supported as corporate communication of green activities was not found to have significant influence on the corporate image of the firms ($\beta = .018$, $t = .273$, $p > 0.05$). Further, green image of the hotels significantly influenced their corporate image ($\beta = .237$, $t = 3.283$, $p < 0.001$) which supported the hypothesis H3. At the end, hypothesis H4 was also supported as corporate image of the hotels significantly influenced the consumers' intention to visit the hotel again ($\beta = .321$, $t = 4.658$, $p < 0.001$).

The path analysis of the structural model is shown in Figure 2.

Insert [Figure 2] here

Discussion

The present study aims to examine the relationship among various components of green activities of hotels (green/eco-friendly practices, corporate communication of green practices, green image) on corporate image and intention to visit in hospitality industry in the context of a developing nation. The finding of the study shows that green activities adopted by the hotel significantly influence its corporate image. This shows that green activities bestow a positive

perception and thus a positive image and reputation of the hotels in the minds of the consumer. The results were consistent with the Chen (2008) and Ko et al.(2013) who found that green marketing programs (special initiatives adopted by the firms) strongly influences the corporate image of firm in positive direction as by adopting eco-friendly behavior the organizations show their concern and commitment for the society. The findings supported Fraj-Andrés et al. (2012) and Lee et al. (2009) as green activities performed by organizations is a part of corporate social responsibility (CSR) activities which positively influences the corporate image of a firm.

Further, the relationship between the corporate communication of green initiatives and corporate image of the firm was found to be non-significant. The reason for such relationship may be due to lack of communication regarding green initiatives from Indian hospitality industry to their consumers. The results show that the green image of the hotels positively influences their corporate image which is similar to the findings of Corrigan (1996); Lynes and Dredge (2012). It was also found that corporate image of the hotels significantly influences the consumer's intention to visit again to the particular hotel which provides empirical support to Herbig and Milewicz (1995) who posited that corporate image plays a significant role in consumer's behavior. The result is consistent with the findings of Kang and Yang (2010), Ko et al. (2013) and Lee et al. (2010) regarding the significant positive influence of corporate image on the consumers' intention to perform the particular behavior.

Theoretical and Practical Implications

The study makes important contribution from a theoretical standpoint as well as from managerial implications. The study contributes to an important but largely ignored in the field

of hospitality management. The study can aid academicians and researchers to further explore the new constructs and process related to green marketing and measure its impact on the corporate image of the hotels. While the importance of corporate image is considered vital in the marketing literature, few researches have tried to investigate the relationship of green/eco-friendly activities on corporate image of the firms and its outcome variable in explaining intention to visit. This study tries to build a relationship between components of green marketing and tries to provide a more comprehensive view in understanding the role of these components of green marketing and corporate image on consumer behavior.

The study has augmented the marketers' knowledge about the consumer's perception of the green practices adopted by the firm's in hospitality sector and its impact on the corporate image. Firstly, the marketers should emphasize on proper and effective communication of the green /eco-friendly initiatives adopted by the hotels. Communication is very important aspect for the success of eco-friendly products/services (Picket et al., 1995). Considering this aspect, the hotels should communicate their green initiatives through various channels such as print and electronic media and their customer relationship management database. The hotels may also provide information to the guests about their marketing practices and its significance in the betterment of environment. They should also focus on advertising and projecting their green initiatives and may also opt for sponsoring events related to the environment. The proper communication of activities related to social responsibility among consumers leads to information about the organization's value (Sen and Bhattacharya, 2001; Lee et al., 2009) which may help to create a positive image of organization in the consumer's mind. With the help of effective communication of green initiatives the hotels can differentiate with their competitors (Gupta and Kumar, 2013) and gain competitive advantage. More specifically, in Indian context the green / eco-friendly practices are at gestation stage, so the consumers will seek more information regarding these

practices and an effective communications between firm and consumers can provide a better result. The hoteliers should promote green campaign emphasizing the importance of environmental issues to the costumers (Martinez, 2015). However, the hoteliers need to communicate only true information/claims of their eco-friendly initiatives and programs and leave no possible doubts of green-washing in consumers mind (Rahman et al., 2015).

Secondly, the result shows a strong relationship between corporate image of the firm and consumer's intention to use the firm's services. It suggests that the firms should start focusing on their corporate image by implementing eco-friendly practices. Implementing such practices by hotels helps to improve their image in the consumer's mind. It may result in creating the perception that the particular firm is socially responsible and their activities do not lead to destruction of natural resources. Along with this, uses of green initiatives by the firms drive consumers to use their products and services (Gupta and Kumar, 2013; Sheth et al., 2011). It can be suggested that environment sustainability approach needs to be implemented at corporate culture level, once implemented then the employers and marketers don't have to make extra effort to focus on green/ eco-friendly initiatives while devising business strategies (Gupta, 2007).

Conclusion

With the changing business environment, the green practices/eco-friendly activities are being viewed as an important part of the business strategy by the hospitality sector in India. The present research gives an insight to the managers of hospitality sector about green practices which lead to develop a better image of their firms. From the Indian perspective, the findings strongly support the concept of corporate image as corporate outcome, as the green/eco-friendly activities and green image were significantly related to the corporate image of the firm which can further influence the consumer's intention to visit the hotel again. It can be

inferred from the findings that proper implementation of green activities and green image in the hospitality sector positively impact their corporate image which in turn results in revisits from the customer.

Limitations and Future research

While the present study has added to the existing body of knowledge in hospitality sector, more specifically in a developing country like India, the study has several limitations. As snowball sampling approach was adopted for data collection from consumers in India, the generalization of the result need to be viewed with caution. The self selection bias is also another problem as those who are more pro-environmental may have been motivated to participate in resulting in over-representation of such people in the sample (Hage et al., 2009). The perception of the customers about the various green activities and the initiatives adopted by the hotel chain was not considered. Further, the study didn't consider the validation testing between demographic variables (age, gender and occupation) for measuring the influence of green marketing functions on corporate image. In the present research three constructs namely; green/eco-friendly activities, corporate communication of green practices, and green image were selected to test their relationship with corporate image. The future studies may also consider attributes such as green pricing strategy, green partnership and employee attitude etc. which may affect hotels' corporate image as well as consumer decision making. Future studies may test the validity of model among various demographics variables over time. Researchers may also consider testing the applicability of the model in cross cultural studies as well as international chains of hotels operating in India. Further research may extend the findings of the present study by incorporating situational or personal characteristics (for e.g., First time customers versus repeat customers as moderators into the conceptual model).

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List of Tables

Table 1: Measurement of constructs

Measuring constructs and their items	Sources
Green/Eco-friendly Activities (GA)	
GA1: The services provided by ABC hotel are eco-friendly.	Ko et al. (2013)
GA2: ABC hotels use products which are certified with green label.	
GA3: ABC hotels increase the uses of eco-friendly services for consumers.	
GA4: The ABC hotels are involved in energy conservation.	
Corporate Communication (CC)	
CC1: Advertisement (TV, online, printed etc) of ABC hotels reflect its green image.	Karaosmanoglu (2006)
CC2: The public relation activities of ABC hotels to promote itself as well as its services reflect its green image.	
CC3: The sales promotions offered by ABC hotels reflect the green image.	
CC4: The sponsorship activities of ABC hotels reflect the green image.	
Green Image (GI)	
The ABC hotels:	
GI1: are professional about the green practices.	Chen (2008)
GI2: are successful in implementing green practices.	
GI3: have good reputation for implementing green practices.	
GI4: are trustworthy about the green practices, they implement.	
GI5: are concerned for consumer about green practices.	
Corporate Image (CI)	
In my opinion ABC hotels:	
CI1: are well managed.	Javalgi et al. (1994) and Nguyena and Leblanc (2001)
CI2: only wants to make money*.	
CI3: are involved in various community activities.	
CI4: responds to consumer needs in a better way.	
CI5: always leads a good impression on me.	
Intention to Visit (ITV)	
ITV1: I would prefer to stay at ABC hotels in the future as compared to its competitors.	Ko et al. (2013)
ITV 2: I would like to recommend my friends & relatives to stay at ABC hotels.	

*. Indicates reverse scored items.

Table 2: The demographic composition of the respondents

	25-35	36-45	46-55	55& Above
Age:	46(21%)	60(27%)	98(45%)	16(07%)
Gender	Male	Female		
	120(55%)	100(45%)		
Educational Qualification	Under graduate	Graduate	Post Graduate	Doctorate
	34(15%)	66(30%)	101(46%)	19(9%)
Occupation	Government service	Private service	Businessmen	
	43(19%)	107 (49%)	70 (32%)	

Table 3: Measurement model: Reliability and Validity

Constructs & Items	Factor loading	S.M.C	Cronbach α	C.R	A.V.E
<i>Green/Eco-friendly Activities (GA)</i>					
GA1	.60	.36			
GA2	.64	.40	.850	.800	.59
GA3	.84	.71			
GA4	.95	.90			
<i>Corporate Communication (CC)</i>					
CC1	.95	.90			
CC2	.74	.54	.841	.656	.59
CC3	.73	.53			
CC4	.61	.37			
<i>Green Image (GI)*</i>					
GI1	.63	.40			
GI3	.91	.82	.800	.727	.52
GI4	.64	.41			
GI5	.69	.48			
<i>Corporate Image (CI)*</i>					
CI1	.86	.73			
CI2	.77	.59	.895	.731	.62
CI3	.92	.84			
CI4	.75	.56			
CI5	.63	.40			
<i>Intention to Visit (ITV)</i>					
ITV1	.81	.65	.832	.750	.72
ITV2	.88	.78			

SMC- Squared Multiple Correlation (Correlation between the constructs), C.R- Composite Reliability, AVE- Average Variance Extracted, AVE is calculated as $\sum SMC / (\sum SMC + \sum \text{standard measurement error})$.

Note*: Two items: (GI2) from Green Image & Corporate Image (CI6) were eliminated due to low factor loadings.

Table 4: Correlations among the constructs

	Mean	S.D	GA	CC	GI	CI	ITV
GA	4.05	.339	.768				
CC	3.42	.410	.125	.768			
GI	3.88	.405	.205**	-.006	.721		
CI	4.08	.364	.438**	.056	.312**	.787	
ITV	4.24	.424	.611**	.128	.143*	.533**	.848

Note: S.D- Standard Deviation, ** $p < .01$, * $p < .05$. GA: Green/Eco-friendly Activities, CC: Corporate Communication, GI: Green Image, CI: Corporate Image, ITV: Intention to visit. Diagonals values (bold & italics) in the table represent the square root of the average variance extracted while the other entries represent the correlations.

Table 5: Goodness of fit statistics

Fit Indices	Obtained Value	Norm*
χ^2	214.862	N/A
Scaled χ^2/df	1.482	>1 & <3
Goodness of Fit index (GFI)	0.910	>0.90
Adjusted Goodness of Fit index (AGFI)	0.883	>0.8**
Tucker-Lewis Index (TLI)	0.963	>0.90
Comparative Fit Index (CFI)	0.969	>0.90
Incremental Fit Index (IFI)	0.969	>0.90
Root Mean Square Approximation Method (RMSEA)	0.046	<0.08

* Source: Norm for Scaled χ^2/df , GFI, TLI, CFI, IFI, RMSEA: Bagozzi and Yi (1998),

** Norm for AGFI: Chau and Hu (2001).

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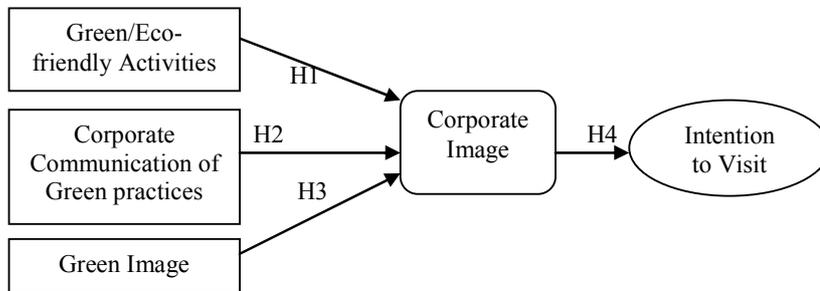
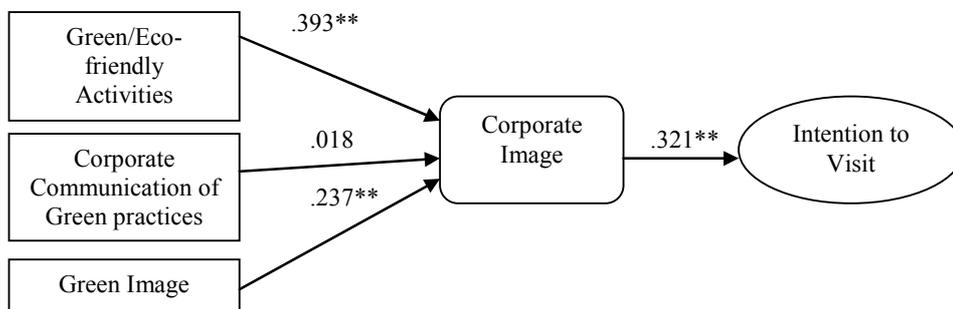


Figure 1: Research framework used in the study



Note: ** $p < .01$,

Figure 2: Result of the structural model.

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